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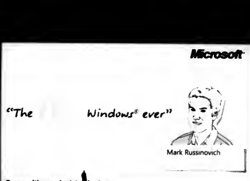
11th Annual Awards

PREMIER 100 IT LEADERS 2010

In stressful times, these 100 men and women are seizing rare opportunities to strengthen their businesses. Page 19

DECEMBER 7, 2009 VOL 43 NO 34 $5/COPY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100 PREMIER IT LEADERS 2010

Our annual awards program puts a spotlight on IT's elite. This year's Premier 100 IT Leaders have demonstrated a commitment to pursuing innovative strategies and keeping their businesses humming and employees engaged, despite a struggling economy.
COVERAGE BEGINS ON PAGE 19.

26 Premier 100 Plans

Facts and figures about the honorees' 2010 budgeting, purchasing and project strategies.

28 The Honorees

Profiles of this year's Premier 100 IT Leaders.

60 The Best of IT's Best

OPINION: **This year's honorees pushed ahead with vital projects at a time when tight budgets and other challenges made it difficult to excel, says Scot Finnie.**

The [illegible] can be found at www.computerworld.com/10/p100

Class of 2010 Yearbook. A photo gallery of the Premier 100 honorees, along with personal tidbits.

Honor Roll. View Premier 100 IT Leader alumni from 2000 to 2010.

Rub Elbows With the Elite. Join honorees and alumni at the Premier 100 IT Leaders Conference, March 7-9, 2010, in Phoenix.

Know an IT Leader? Nominate that person for next year's list.

Editor's Picks. Read *Computerworld*'s best stories on leadership.

■ HEADS UP

6 A **geomagnetic storm** predicted for **May 2013** could knock out electric power and **cripple IT systems.** | **Alternative** approaches to the **budget process** could help CIOs **save time and money.**

6 Intel researchers say it's **unlikely** we'll ever have **one handheld device** that can do it all – and do it well. | Vendors are moving **unified communications** systems to the **cloud** for small and midsize businesses.

12 Cyberattacks on U.S. military systems are **on the rise,** and researchers say many of them **originate in China.** | The **U.S. Air Force** is purchasing thousands of **PlayStation** consoles – for research purposes. Really.

■ NEWS ANALYSIS

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■ LETTERS

Huawei Sets the Record Straight On Its Ownership

I would like to address claims made about Huawei in your article "Cisco Showcases Big Bets on Collaboration" [*Computerworld.com*, Nov. 10] that are inaccurate and totally without foundation.

Contrary to statements included in your article, Huawei is a company 100% owned by our employees, and no government agency or other organizations hold any interest in our company. As a fellow employee, Ren Zhengfei, founder of Huawei, owns a 1.64% share.

The credits granted to Huawei customers by a number of public- and private-sector financial institutions are export buyer credits provided directly to those customers as part of a normal financing transaction. As such, our customers are required to sign a contract directly with the banks as part of a standard commercial transaction, and it is our customers that will ultimately repay the loans. This is a common business practice in countries around the world, particularly within the telecommunications industry, and to assume otherwise is a blatant distortion of facts.

It is a matter of public record that we release financial reports audited by KPMG each year. We fully disclose our financial situation in these reports. In April 2010, we will issue Huawei's 2009 financial report, and I can assure you that it will be clear that our financing comes from normal commercial borrowings or our own revenues.

Huawei's success is based solely on our unwavering commitment to customer-centric innovation and to helping our customers realize business success. We will continue to work closely with our operator customers in our joint efforts to bring the benefits of modern telecommunications services to people around the world.

■ Hua Liang, *chief financial officer, Huawei, Shenzhen, China*

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Netbooks in the Enterprise: Get Ready

Netbooks are coming, and companies need to figure out how to handle security and what to do about the consumer operating systems that come with many of the devices.
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Open-Source Virtualization: Who's Biting?

Open-source virtualization has fans, but the overall market for the technology is still tiny.
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An In-Depth Look at Snow Leopard Server

OPINION: Ryan Faas digs in to explain the new networking, performance and collaboration options in Apple's Snow Leopard Server.
computerworld.com/s/article/9141187

Cool Stuff: Your 2009 Holiday Gift Guide

We asked what you wanted for the holidays, and you answered. Here are the best HDTVs, e-readers and smartphones, plus some surprise goodies to wrap up for yourself or anyone on your list.
computerworld.com/s/article/9141544

The Unspoken Truth About Why Your IT Sucks

OPINION: Organizations that do IT better than you don't have more money or talent. They have a definition of what IT is that's understood throughout the enterprise.
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A Fresh Start for an IT Security Professional

SECURITY MANAGER'S JOURNAL: J.F. Rice was battered by the economy, but now he's ready to make a difference in a new job.
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WEATHER REPORT

Solar Storm Could Zap Power Grid in 2013

ALARMIST NEWS reports earlier this year warned that solar storms coming in 2012 will cripple electric power, GPS equipment and communications systems for months, creating an electronic apocalypse not dreamt of since the days of pre-Y2k hysteria. Those reports then spread throughout a blogosphere already saturated with hype about the Hollywood disaster flick *2012*.

The truth is more complicated.

Solar storms bombard the Earth's magnetic field with bursts of radiation, which can in turn disrupt the power grid and satellites. In fact, "the great geomagnetic storm of March 1989" zapped northeastern Canada's Hydro-Quebec power grid, leaving millions of people without electricity for up to nine hours, according to a National Academy of Sciences report.

In a worst-case scenario, a solar storm could cause $1 trillion to $2 trillion in damage to the world's high-tech infrastructure, the 2008 report said.

But the severity of the next solar storm is unclear, as is the timing.

Several years ago, NASA predicted that the peak in the next cycle of solar weather would occur in 2012 — a date that coincidentally aligned with other forecasts of doom. But the space agency's more recent prediction (made May 29) said the peak for sunspot activity will be in May 2013 — though additional revisions are expected.

So data center managers need to keep an eye on space weather, just as they keep an eye on terrestrial weather. Check out the National Weather Service's Space Weather Prediction Center at *www.swpc.noaa.gov*.

– Mitch Betts

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THINK TANK

The Traditional IT Budget Process Wastes Big Bucks

The annual budget process is one of a CIO's most unpleasant tasks. It's also one of the most inefficient, according to the CIO Executive Board, part of The Corporate Executive Board Co. in Arlington, Va.

The research group says the traditional annual budget circus can waste 6% to 11% of the IT budget because of squandered staff time, project disruption, missed cost-cutting opportunities and rework – when the budget has to be ripped up and rebuilt in response to changing circumstances.

Andrew Horne, research director at the CIO Executive Board, said some CIOs are trying less time-consuming – and more flexible – budget approaches such as these.

- **Lean planning:** A useful tool in a time of economic uncertainty, this is a lightweight, agile, top-down process that has far fewer line items and only 10% of the detail of traditional budgets.
- **Budget scenarios:** This method involves envisioning multiple views of the business's future and coming up with different figures for each; the CIO then watches key business metrics, or triggers, to know when to switch from one to another.
- **Rolling budget:** In this approach, the CIO updates the budget quarterly, looking ahead five quarters, and frequently consults with business leaders to make adjustments.

– MITCH BETTS

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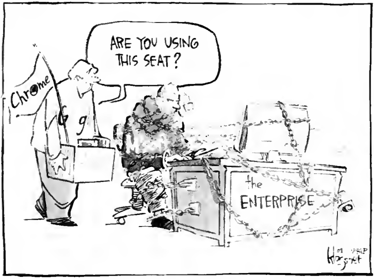


Intel: No Handheld Device Can Do It All

PEOPLE LOOKING for one electronic device to handle all of their needs have false hopes, according to researchers at Intel Corp.

Genevieve Bell, an Intel research fellow and director of user experience, said that an all-in-one device — one that offers phone and Internet service and also acts as a pager, camera, calendar, GPS device and more — probably couldn't do any single task exceptionally well.

"I'm not sure any device can carry all that weight," Bell said in an interview at Intel's Pittsburgh lab. "I would love to get to a world where I only have one device. Your handbag would weigh less. But it would just never work. I think we'll actually have more devices."

Convergence can go too far, she added. "Thinking we'll have one device that does everything is like our fetish with having paperless offices," Bell said. "It's just not going to happen." The problem with convergence, she explained, is that "we converge around the object and not the experience. As human beings, we are never just one thing," so people will need different devices for the roles they play at work, at home and in the community.

Intel Chief Technology Officer Justin Rattner predicted that future electronic devices will become more personalized. For example, he said a device should understand from its built-in calendar "what my day is like and whether I need vehicle navigation or I need to read something before an important meeting."

Rattner said he looks forward to seeing phones with embedded cameras that will recognize their owners and know when they are being used by someone else. He said he also expects future phones to monitor traffic, notify users if they will need more time to reach a destination and provide them with alternate routes.

"Devices need to become more like personal assistants," Rattner concluded. "That's one way these devices will become more lovable."

– *Sharon Gaudin*

Micro Burst

Of 2,667 hiring managers surveyed,

45%

reported scanning social networking sites to research job candidates.

Unified Tech Migrates to The Cloud

Unified communications – which combines e-mail, IP telephony, chat and videoconferencing – is still struggling to reach its potential. Now vendors are migrating the technology to the cloud and trying to reposition it as a service rather than a product, according to research firm InStat.

To make this happen, vendors such as Cisco Systems Inc., Broadsoft Inc. and Microsoft Corp. are working closely with providers of hosted voice-over-IP services, according to a recent InStat report.

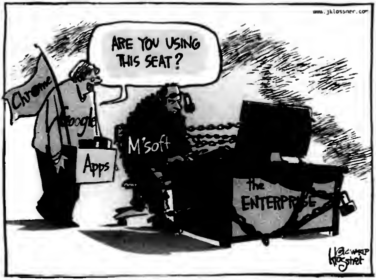
"Several flavors of unified communications are emerging from the cloud," said In-Stat analyst Dave Lemelin in a statement. Some versions feature a mix of customer-owned equipment and hosted services, targeting midsize businesses. There are also fully hosted offerings for small businesses.

Lemelin added that an emerging trend toward Session Initiation Protocol trunking – now viewed as a cost-saver – "will ultimately enable the interconnection of unified communications islands."

MITCH BETTS

BETWEEN THE LINES

By John Klossner



FUTURE WATCH

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RESEARCH RECAP

Unified Tech Migrates to The Cloud

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– MITCH BETTS

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NETWORKS

Optimizing the *Health Care* Infrastructure

A national debate is underway about reforming the health care industry to address spiraling costs, and IT is in the thick of it. Meanwhile, hospitals and physician practices have strong financial incentives to implement electronic medical records (EMRs) for integrating patient data and improving care. For CIOs this age of dramatic change presents challenges. But it also offers them the opportunity to centralize and optimize their sprawling—and potentially vulnerable—infrastructures.

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Gaining better control over what traditionally have been decentralized environments should lead to significant benefits: New service efficiencies that create savings, better security to meet regulatory requirements, and greater innovation by supporting a clear path to incorporating new systems and applications.

Consider, for example, the possibilities for improving health care provider workflows through a centrally deployed rollout of lightweight and touch screen-enabled mobile devices for use at the point of care. The returns are potentially great, from eliminating the time physicians spend duplicating notes—and the indirect costs the task adds to medical practitioner productivity—to reducing the chances of medical errors occurring in the process of re-entering information.

Technologies such as client-side virtualization also hold promise for giving health care providers an easier and more efficient way to securely access and enter patient data. Enabling workers to use any client system to access virtual desktops and applications hosted in the data center also can reduce total cost of ownership expenses.

Ways to Reduce Risks

Effectively leveraging these technologies in support of initiatives such as EMR demands competence in hardware asset tracking and management. HP has proven and widely acknowledged experience both in client infrastructures generally and in the health care sector specifically. HP's experience shows that excellence results from a centralized approach to these critical lifecycle management operations.

IT asset tracking—especially of mobile

Q&A

New Dimensions for Innovation in Health Care

What's IT's role in the future of health care? IDG's Custom Solutions Group asked IDC analyst Lynne Dunbrack, Program Director, Provider/Health Payer Research to consider the possibilities.

Q How can IT enable innovations that help control costs and improve care?

A Clinician access to electronic patient health information is vital to providing quality care and reducing costs. To encourage the use of EMRs, the American Recovery and Reinvestment Act of 2009 (ARRA) includes $20 billion in incentive payments for qualifying physicians and hospitals that can demonstrate meaningful use of EMRs. Interoperability and health information exchange, key components of meaningful use, make it possible to provide clinicians a more comprehensive view of the care their patients received from other providers.

Q What IT infrastructure changes might such innovations lead to?

A Point-of-care decision support capabilities will require devices more suitable to being used by a highly mobile workforce. It is not uncommon for physicians to walk upwards of six miles as they make their daily rounds to see patients. Nurses can average two to three miles per day caring for patients on their unit. Thus, mobile devices will need to be lightweight, durable, use batteries that can last through much of a shift, and can be disinfected.

Q Why haven't clinicians adopted technology?

A After cost, the barrier to using technology for health professionals has always been that it was disruptive to their workflow. Clinical applications should be intuitive, accessible by mobile devices, and secure in a way that doesn't impede access to protected health information. IT has to make password access and user authentication seamless. Client virtualization enables a secure user session to follow clinicians from device to device across the hospital, thus reducing the hassle of logging back into an application, searching for the patient and resuming the task at hand. Efficient access to patient data is critical when seconds can be the difference between life and death.

Q Are any precautions required to ensure technology-enabled innovations don't create additional risks?

A Mobile devices are proliferating in health care. Their portability presents a security risk because they are easy to misplace, or conceal if stolen. As such, data should be encrypted not only while in transit, but also at rest to prevent a security breach if a mobile device is lost or stolen.

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devices prone to loss or theft—is critical to risk reduction. If IT isn't able to locate a managed device it tracks, it can take immediate steps to lock out unauthorized users. It is equally beneficial for IT to be able to track these devices to ensure that the appropriate encryption and authentication features are in place to protect potentially sensitive patient data, and ensure compliance with regulatory requirements.

Migrating to thin clients as virtual access devices also facilitates data security as a byproduct of an architecture that eschews drives, USB ports, and printing. To do virtualization right—ensuring its scalability to support specific end user roles—requires that IT deliver a holistic vision and detailed plan of its go-forward strategy. One benefit of thin clients is that because no data exists on thin client devices, asset management requirements relating to encryption and authentication are simplified. That frees up resources for systems that require more asset management diligence.

How to Realize Returns

Thus, the option of leveraging the expertise of service providers for desktop management services is worth considering. That's true not least because it presents the opportunity for CIOs to introduce new service level agreements, products, and approaches that can help embed innovation into health care architectures.

As CIOs in health care organizations contemplate optimizing IT environments, they'll benefit from working with a trusted partner who understands not just technology requirements but business demands for transforming their institutions through more adaptable and manageable infrastructures. With its wealth of experience in lifecycle planning and outsourcing in the health care sector, HP is well positioned to be the premier source for these IT leaders.

SECURITY MONITOR

Report: China Tied To Cyberattacks On U.S. Systems

CYBERATTACKS ON the U.S. Department of Defense — many of them coming from China — have increased sharply this year, according to congressional testimony last month.

Citing data provided by the U.S. Strategic Command, the U.S.-China Economic and Security Review Commission said that in all of 2008, there were 54,640 malicious cyber incidents targeting DOD systems. There were 43,785 such incidents in the first half of this year. If that rate of growth continues, cyberattacks will be up 60% this year.

"Much of this activity appears to originate in China," the report stated. "[A] large body of both circumstantial and forensic evidence strongly indicates Chinese state involvement in such activities."

According to the report, the U.S. military spent $100 million to fend off those attacks between September 2008 and March 2009.

Attacks on DOD systems have been rising steadily for years. In 2000, for example, only 1,415 incidents were reported. The increase is in part due to the fact that the U.S. military is now better at identifying cyberthreats, said Chris Poulin, chief security officer at Q1 Labs Inc. and formerly a manager of U.S. Air Force intelligence networks. The figures are "probably more accurate now" than they were nine years ago, he said.

Security experts have long known that many computer attacks originate from Chinese IP addresses, but the decentralized nature of the Internet makes it very difficult to determine whether an attack actually originated in China or just used Chinese servers as steppingstones.

Poulin said that his company's U.S. corporate clients are seeing attacks from China, North Korea and the Middle East. "We do definitely see patterns coming from specific nation-states," Poulin noted.

He said that because China's government has taken steps to control Internet usage in the country, it could probably throttle attacks if it wanted to.

"China's defiantly initiating attacks," Poulin said. "State-sponsored? Who knows. But they're certainly not state-choked."

– Robert McMillan, IDG News Service

senseaware

INNOVATION

Sensors in the sky: FedEx Corp. is readying a new service called SenseAware that will use a GPS sensor device and Web-based software to provide business customers with near-real-time information about the condition of shipments in transit. When a SenseAware device is placed in a package, it can provide precise temperature readings and monitor whether the box has been opened or its contents have been exposed to light. FedEx is initially aiming the offering, due next spring, at the life sciences industry, which needs to control the temperature range of its shipments.

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SUPERCOMPUTING

Air Force Taps PlayStation 3 For Research

The U.S. Air Force recently issued a request for proposals to purchase 2,200 Sony PlayStation 3 video game consoles. Does the Air Force plan to play lots of Grand Theft Auto?

No – rather, the Air Force Research Laboratory in Rome, N.Y., is interested in the chip technology inside the PS3, specifically the Cell Broadband Engine Architecture, according a blog post by Gartner Inc. analyst Andrea DiMaio. The Air Force is studying whether the PS3 chips could be a cost-effective technology for modernizing the military's high-performance computing systems.

Supercomputer experts at the Air Force already have 336 PS3 consoles hooked together in an experimental Linux-based cluster. Now they want 2,200 more to expand the research project. The laboratory evaluated chips from other vendors, such as IBM and Intel Corp., but found the PS3 chips to be much cheaper.

An RFP-related document justified the purchase this way: "With respect to cell processors, a single 1U server configured with two 3.2-GHz cell processors can cost up to $8k, while two Sony PS3s cost approximately $600. Though a single 3.2-GHz cell processor can deliver over 200 GFLOPS, whereas the Sony PS3 configuration delivers approximately 150 GFLOPS, the approximately tenfold cost difference per GFLOP makes the Sony PS3 the only viable technology for HPC applications."

DiMaio said the Air Force's interest in the PS3 is in line with the trend toward the consumerization of IT. "This is a pristine example of how consumer technology can be used in pretty demanding government contexts – although still in an R&D rather than operational capacity," she wrote.

The Air Force said the PS3 Cell processor has shown strong potential for applications such as high-definition video image processing and "neuromorphic computing," which mimics the neurobiological architecture of the human nervous system.

"The additional PS3s will allow the R&D community to expand its current capabilities and investigate other applications that require many more processors to perform real-time tasks," the Air Force document said.

– MITCH BETTS

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Chrome OS Move Heats Up Microsoft-Google Rivalry

Google hopes its new OS will convince users that hosted apps are a viable business option. **By Sharon Gaudin and Juan Carlos Perez**

THE already intense Google-Microsoft rivalry heated up considerably last month with the long-expected release of Google Inc.'s Chrome operating system to the open-source community.

Analysts say that if the new Linux-based operating system catches on quickly after it becomes generally available late next year, Google's effort to convince corporate users that its hosted Google Apps offering is a viable alternative to Microsoft Corp.'s Office suite could get a huge boost.

"This really is a fight to the death for Google and Microsoft," said Jim McGregor, an analyst at In-Stat. "It is a fight between business models for software, applications, advertising and the Internet."

During a press conference held in mid-November to demonstrate the capabilities of the new operating system, Google officials made it clear that Chrome OS can't fully replace Windows.

The new offering only runs Web-hosted applications and only supports peripherals that comply with specific hardware designs. For example, Google officials said that Chrome will support solid-state disk drives, and not hard disk drives, to ensure speedy PC start-up times.

Therefore, when Chrome OS-based netbooks hit the market at the end of 2010, Google expects them to be "companion" devices that users will run alongside conventional PCs.

"There are applications today that aren't available on the Web," said Sundar Pichai, Google's vice president of product management. "We're really focused. We expect that most people who buy [Chrome netbooks] next year ... [will] have another machine."

The company built Chrome OS to offer users "a delightful experience on the Web," Pichai added. "There will be some things this will not be able to do. If you're a lawyer planning to spend your entire day editing contracts back and forth, this isn't the right machine."

Therefore, Chrome users have to be very comfortable with cloud computing and its basic premise of keeping their data and applications in third-party data centers.

"For most people most of the time, the PC is just a Web player," said Ezra Gottheil, an analyst at Technology Business Research Inc. "Google is leveraging its Web expertise to strip away a lot of the stuff that people don't use as much anymore, and delivering an OS optimized for the Web. This makes business sense for Google. Getting in Microsoft's grill is just gravy."

People who evaluate Chrome using criteria commonly applied to conventional desktop operating systems are missing the point, said Gartner Inc. analyst Ray Valdes. "Some people have been asking, 'Can I run full-fledged Photoshop or full-fledged Excel on Chrome OS?' and 'What about all the device drivers and peripheral cards?' These were never part of the mission," Valdes said. "That war was fought and won long ago, mostly."

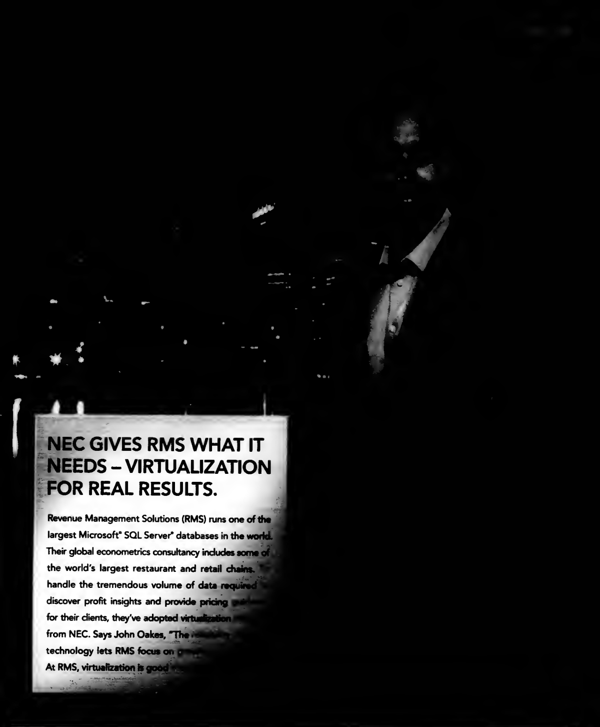
Valdes said that to succeed, Chrome OS will have to revitalize the netbook market, which has been slowing down as conventional laptops have become cheaper. It will also be critical for hardware vendors to make a genuine commitment to the Chrome OS and not just use it as a bargaining chip to get better prices on Windows licenses from Microsoft, he added.

Chrome's unveiling came less than six months after Microsoft released its refurbished search engine, Bing, to take on Google's eponymous search tool.

"The war between Microsoft and Google will play out over several years," said Dan Olds, an analyst at Gabriel Consulting Group Inc. "We won't see an absolute winner or loser, but more trench warfare, with each gaining temporary advantages."

Microsoft downplayed Google's impact on the operating system market, at least for the near term. Chrome OS "appears to be in the early stages of development," a spokeswoman said. ■

Perez *is a reporter for the IDG News Service.* Computerworld's **Eric Lai** *and* **Lucas Mearian** *contributed to this story.*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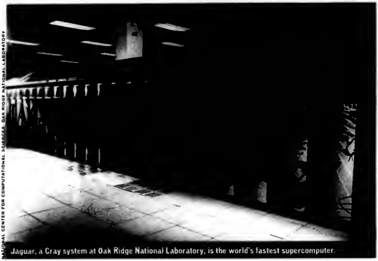

NATIONAL CENTER FOR COMPUTATIONAL SCIENCES, OAK RIDGE NATIONAL LABORATORY

Jaguar, a Cray system at Oak Ridge National Laboratory, is the world's fastest supercomputer.

Scientists, IT Community Await Exascale Computers

Powerful systems that could aid in the fight against global warming are expected by 2018. **By Patrick Thibodeau**

THE RACE is on to develop a new generation of far more powerful supercomputers that could help solve some of the world's most vexing problems.

Exascale supercomputers, expected to appear by 2018, could, for example, play a significant role in efforts to combat climate change or develop ultra-long-life batteries for powering automobiles. Scientists also expect exascale systems to help them come up with processes for creating biofuels from weeds rather than corn.

Much of the work at various national labs to design and develop the new systems is funded by corporations that hope their IT operations can take advantage of the new technologies.

For example, the next generation of supercomputers could be used to solve big programming problems and allow for the development of a new generation of scientific and business applications.

The need for exascale systems, and the difficulties developers face in trying to boost hardware performance without soaking up excessive megawatts of power, was widely discussed among many of the estimated 11,000 people who gathered last month in Portland, Ore., for the SC09 supercomputing conference.

"There are serious exascale-class problems that just cannot be solved in any reasonable amount of time with the computers that we have today," said Buddy Bland, project director at the Oak Ridge Leadership Computing Facility in Oak Ridge, Tenn.

The world's fastest supercomputer today, a Cray XT5 system at Oak Ridge National Laboratory that's known as Jaguar, has a peak performance of 2.3 petaflops. A petaflop is a quadrillion, or 1,000 trillion, sustained floating-point operations per second.

> **"There are serious exascale-class problems that just cannot be solved in any reasonable amount of time with the computers that we have today.**
>
> **BUDDY BLAND,** PROJECT DIRECTOR, OAK RIDGE LEADERSHIP COMPUTING FACILITY

The total capacity of the latest Top500 list of the most powerful supercomputers, released at SC09, was 27.6 petaflops, up from 22.6 petaflops in the previous list, released in June.

One exaflop is 1,000 times faster than a petaflop — performing 1 quintillion, or 1 million trillion calculations per second. "We think exascale is a 100 million-core kind of enterprise," said Dave Turek, vice president of deep computing at IBM.

In mid-2008, IBM's Roadrunner supercomputer — a hybrid system that runs both AMD's Opteron processors and Cell chips designed by IBM, Toshiba Corp. and Sony Corp. — was the first to achieve petaflop speeds. Now the U.S. Department of Energy has started making plans to build an exascale system that's 1,000 times more powerful than Jaguar.

These future systems must use less memory per core and more memory bandwidth. Systems running 100 million cores will face continuous core failures, and the tools for dealing with them will have to be rethought "in a dramatic kind of way," said Turek.

Addison Snell, CEO of InterSect360 Research, expects general-purpose exascale systems to come out of the supercomputer research efforts, though he predicts that "special-purpose [systems] will probably come first." ■

Stephen Lawson *of the IDG News Service contributed to this story.*

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APC integrated cooling future-proofs your IT room without breaking the bank

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Consolidation, virtualization, network convergence, blade servers—these new technologies improve efficiency, cut costs, and allow you to "do more with less." But they also bring high-density power, cooling, and management challenges that server rooms were never designed to handle. You're relying on guesswork, depending on building air conditioning, or improvising remedies. So, how can you increase the level of reliability and control in your server room without spending a fortune?

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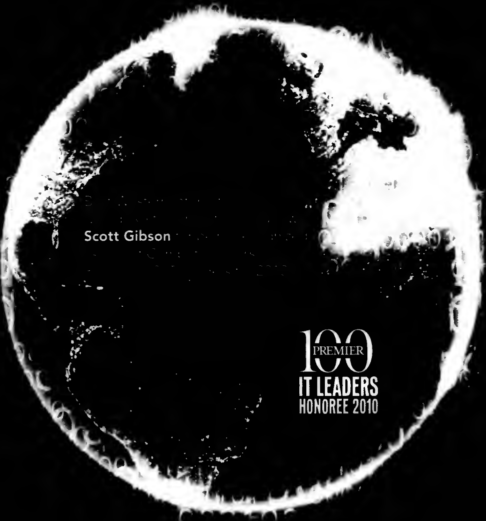

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2009 HAS BEEN AN ECONOMICALLY TORTUOUS YEAR, marking the worst recession this country has seen in seven decades. It's also the year that IT at Johnson & Johnson launched a successful global collaboration and telepresence program, upgraded 120,000 desktops across 57 countries, and developed and distributed a free iPhone application for family caregivers to track physician information, prescription data, medical records and other health-related information.

"Improve, transform, innovate. You've got to play in all three areas if you're going to prepare the organization for what's next," says 47-year-old CIO LaVerne Council. "As a leader, you play for what comes next. You don't just play for now."

Brigham & Women's Hospital CIO Sue Schade is similarly focused on the future. Whereas a June 2009 Gartner Inc. report found that more than 40% of CIOs whacked their budgets midway through the year in response to the worsening economy, Schade, 56, stood fast. She funded 10 new IT projects at the Boston hospital, each in the range of $50,000 to $100,000, under the newly launched Healthcare IT Innovation Program, or HIP for short. One of the projects was the development of a clinical portal that brings together the numerous scattered pieces of information doctors use in the course of their daily work — patient lists, medication information and reminders about orders they need to write, to name just a few.

Onward & Upward

A dismal economy hasn't derailed the plans of these 100 IT visionaries. They are seizing this rare moment to produce measured growth, embark on innovative pilot projects and build loyalty in their most valued workers. **By Julia King**

Improve, transform, innovate. You've got to play in all three areas if you're going to prepare the organization for what's next.

ERNE COUNCIL,

TAKING THE LONG VIEW

"Keep calm and carry on." As it did throughout Britain during World War II, that phrase seems to epitomize the success strategies of *Computerworld*'s 2010 Premier 100 IT Leaders. Rather than slowing projects that were in progress, they consistently moved forward to innovate, sometimes ahead of schedule and below budget. To cut costs, they came up with transformative new systems or processes for doing business and streamlining operations. In doing so, they also created new sources of business value and even new revenue streams.

They simplified and standardized IT, all the while staying focused on keeping anxious IT staffers' fears at bay (see "Carry On," page 24). The one thing they did not do is stand still or even break stride, which means they're well positioned as the economy begins to show signs of improvement.

Amy Berkowitz, CIO at New York-based CBS Corp., had an additional challenge: As the traditional broadcast business model dies away and CBS looks to become a digital content distribution company, her task has been nothing short of reinventing IT.

"Large broadcasters are in the middle of a paradigm shift from both a technology and business perspective," Berkowitz explains. "Technically, there is a migration from what would be typically broadcast-type, linear-based appliances to spinning disks, servers and software. With more advertising options, advertisers are willing to commit less money to the traditional broadcast model."

Yet the content remains the same. This means the innovative use of new technol-

Continued on page 24

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KEEP CALM, COMMUNICATE, AND Carry On

VIRTUALLY EVERY successful IT leader will tell you that their success depends largely on the people on their teams. Up against flat salaries, sliced benefits, hiring freezes, budget cuts and, in some cases, layoffs, finding ways to keep those teams focused and energized has been one of the Premier 100 honorees' greatest challenges.

To keep fear and anxiety at bay, "I really emphasize the value of teamwork and collaboration," says Sue Schade, CIO at Brigham & Women's Hospital. "I'm passionate about what I do, and I can't imagine not working in health care. I want people to share that passion."

To fire up that enthusiasm, Schade pushed through an innovation program that solicits project ideas from employees. The ideas are reviewed twice a year to determine if they should continue to be funded.

At Johnson & Johnson, CIO LaVerne Council insisted on going forward with an employee satisfaction survey at a time when many companies quietly shelved the practice – at least until the economy improves.

"But whatever the news was, we wanted to know so we could affect it," Council says. The best way to do that is to overcommunicate, she adds.

"People want to know the truth. They want to understand where they stand and where the business stands," she says. To that end, Council held town hall meetings, brown-bag lunch meetings and invitation-only meetings with a group of eight or so staffers at a time. "There's no agenda. I'm just there to talk to. The more transparency we have, the better," she says.

My greatest responsibility as a leader is a combination of a need to be open and empathetic and to communicate.

— AMY BERKOWITZ

At CBS, CIO Amy Berkowitz notes that despite the recession, "we have maintained recognition programs and mentoring programs. We also do employee leadership development, so we can maintain [staffers'] access to training and leadership classes.

"My greatest responsibility as a leader is a combination of a need to be open and empathetic and to communicate," Berkowitz says. "I agree to reduce fear, keep people motivated and keep them excited about coming to work."

– JULIA KING

Continued from page 21

ogies is what will enable the transition, Berkowitz says.

Over the past year, IT has been front and center in CBS's development of a new content digitization and distribution facility on the West Coast, with a second facility planned for the East Coast in 2010. The facilities enable broadcast divisions to digitize and distribute their content to new media outlets under a pay-as-you-go model. So far, customers include the soap opera *The Bold and the Beautiful*, which is using the media asset management system and international distribution services. Another customer is health and fitness enterprise Jack LaLanne Entertainment.

"What's attractive for the customer is zero risk because they have no upfront costs," Berkowitz says. At the same time, the new infrastructure has provided CBS with a foundation for new revenue from external customers.

An added benefit is that CBS can leverage this new service model as a potential talent pipeline.

"As content comes streaming through for distribution, we can take a look, and if we find something of interest, it can be taken out of the pipeline and developed into a full-fledged show, movie or channel," Berkowitz explains. "Who knows what the next *Seinfeld* might be?"

A RARE OPPORTUNITY

"Why waste a perfectly good economic crisis?" seems to be the motto of many of this year's Premier 100 IT Leaders.

"We're always working on efficiency and effectiveness and bringing new capabilities," says Avid Modjtabai, CIO at San Francisco-based Wells Fargo & Co., which merged with Wachovia Corp. just 11 months ago. "The economic downturn made more of a compelling case to accelerate those initiatives."

THE JUDGES

Special thanks go to our 10 judges, themselves Premier 100 IT Leader alumni, who helped evaluate this year's candidates:

- **Christopher Barron,** vice president and CIO, CPS Energy (2009)
- **Tim Weire,** vice president and CIO, Constellation Energy Resources (2009)
- **Manjit Singh,** vice president and CIO, Chiquita Brands International (2009)
- **Ian Patterson,** CIO, Scottrade (2008)
- **Jerome Oglesby,** chief technology officer, Deloitte Services LP (2009)
- **Mark Showers,** CIO, Reinsurance Group of America (2007)
- **Gary R. Wilhelm Sr.,** business and financial systems manager, Englewood Hospital and Medical Center (2009)
- **Steve Ramos,** vice president of IT, Breg Inc. (2009)
- **Jane L. Randall,** CIO, Miami-Dade County Police Department (2009)
- **Chris Sesada,** senior vice president and CIO, Virginia Credit Union (2009)

For details on how the honorees were chosen, see page 58.

Over the past year, Wells Fargo has increased power and capacity to its data centers while reducing usage and energy costs primarily through a huge server virtu-

Continued on page 26

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E-mail Account	FREE 2 GB Mailbox	NO Mailbox Included	FREE 1 GB Mailbox
Total Annual Cost	~~$8.99~~ $6.99 first year*	$18.95	$19.86

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Continued from page 24

alization and tiered-storage initiative. Initially, Modjtabai says, IT faced some stiff resistance to the server standardization and virtualization plan from those who wanted a custom server configuration for every application. But her strategy prevailed, resulting in a 67% decrease in tiered storage costs and a server utilization rate of 65% — significantly better than the industry average of 20% to 30%.

Another chunk of savings came from the implementation of an innovative "free-cooling" system in Wells Fargo's Minneapolis data center. The company is able to shut off cooling systems when outside air is chilly enough to be used to cool the data center. This strategy has yielded substantial savings by reducing energy costs, and it has eliminated 3,582 metric tons of greenhouse gas emissions, Modjtabai notes.

In a down economy, business balloons at the New York State Office of Temporary and Disability Assistance. As far back as October 2008, the agency was seeing a huge spike in requests for help. So CIO Daniel Chan — a former GE executive who hired on with the state in 2007 as a way to "give back" — knew he would have to act fast to make services available to a broader audience through 2009. He also knew he would receive no additional resources. So Chan began conducting research and reaching out to fellow state CIOs, ultimately turning up an online application called Access Wisconsin.

"After several conference calls and demos, we thought we could use this as a building block," he explains. "The strategic decision was to make more services available online."

In a mere 17 weeks, Chan's team brought online myBenefits.ny.gov, a self-service Internet portal that allows clients to determine their eligibility and apply for multiple social service programs online. "It was a phenomenal accomplishment, especially in state government," Chan says. "The innovation is the speed to market or speed to value. If you looked at the economic indicators, you could see that people would be losing their jobs and they would be coming to us asking for nutrition programs, feeding programs and job training programs. We saw that coming, and we made a conscious decision to leverage the Internet channel to manage the demand for services."

In a way, Chan reflects, the economic downturn has actually helped the agency to better align IT with the organization's strategic objectives. "We had already started an enterprise architecture program, and we had been doing a lot of work around business strategy and IT alignment. This was an almost-perfect opportunity to focus on getting value from our investment at a very fast pace."

OPTIMIZE EVERYTHING

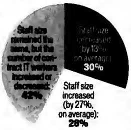
Brian Hedberg, CIO at Chicago-based Healthcare Services Corp. (HSC), believes that a down economy is precisely the time to bring in new technologies that can not only help deliver business value, but also cut costs. One example is the deployment of virtual call center technology that enables more customer service employees to work from home. "We get a productivity benefit, plus it reduces fixed costs" such as spending on office space leases, he says.

INSIDE LOOK

Premier 100 Plans

OVERALL STAFF SIZE STAGNATES

- Nearly one-third of the 2010 honorees saw a decrease in the size of their departments in the past year:



HUMAN RESOURCES

- Average size of IT staff:

- Average size of IT staff for which each honoree is responsible:

- Average number of contract IT workers used to supplement the IT staff:

TECHNOLOGY PROJECTS;

- The Premier 100 IT Leaders are making these projects their top priorities in 2010:

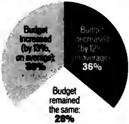
1 Application development, including ERP and CRM projects
Data management and business analytics
3 Security initiatives
Data center upgrades, including virtualization and green computing
5 Network infrastructure upgrades

TOTAL IT BUDGETS FOR 2010

Less than $1M	6%
$1M to $9.9M	[illegible]
$10M to $49.9M	27%
$50M to $99.9M	[illegible]
$100M to $249.9M	6%
$250M to $999.9M	[illegible]
Greater than $1B	10%

SPENDING SLOWDOWN

- The number of honorees who saw IT budget cuts in the past year was the same as the number who received more money for IT projects and maintenance:



STRATEGIC ALIGNMENT

- The top five vendor partners or suppliers of the 2010 honorees:

1 Microsoft Corp.
IBM
3 Oracle Corp.
Cisco Systems Inc.
5 Hewlett-Packard Co.

NOTE: INFORMATION IN THIS PACKAGE REFLECTS SURVEY DATA COLLECTED IN JULY AND AUGUST 2009

Continued from page 24

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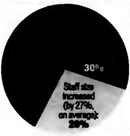

HUMAN RESOURCES

- Average size of IT staff: 6,390
- Average size of IT staff for which each honoree is responsible: 496
- Average number of contract IT workers used to supplement the IT staff: 130

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Data center upgrades, including virtualization and green computing
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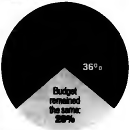
SPENDING SLOWDOWN

- The number of honorees who saw IT budget cuts in the past year was the same as the number who received more money for IT projects and maintenance:



STRATEGIC ALIGNMENT

- The top five vendor partners or suppliers of the 2010 honorees:

Microsoft Corp.
IBM
Oracle Corp.
Cisco Systems Inc.
Hewlett-Packard Co.

NOTE: INFORMATION IN THIS PACKAGE REFLECTS SURVEY DATA COLLECTED IN JULY AND AUGUST 2009

Hedberg says HSC was forced to "reduce the IT budget by substantial millions without sacrificing any quality of service delivery." His solution was to create teams within IT and set them loose to find ways to optimize costs and services.

As part of an operational excellence project dubbed Complete-to-Turnaround, the IT employees identified 30 to 40 projects. Those initiatives included an effort to streamline the tools and processes used for system and network monitoring.

"We had found we had two and three of the same tools," Hedberg says. "One of the things we did is create a single command center where we monitor the entire environment and fix things proactively before they affect the customer.

"What we've seen is that there are a lot of optimization opportunities out there that can lead to innovation," he adds. "Part of optimizing what you have in place is removing complexity. It creates opportunities to make things easier for customers and staff."

STANDARD PRACTICES, STEADY GROWTH

"When you have an economic downturn, what you've got to do is maintain great business practices," which in turn promotes steady and measured growth, says Council. At New Brunswick, N.J.-based Johnson & Johnson, standardization tops the list.

"Standardization truly enables leverage," Council says. It's what has made it possible for the company to reduce the cost of creating Web sites by 50% to 80% while boosting its ability to market new products faster.

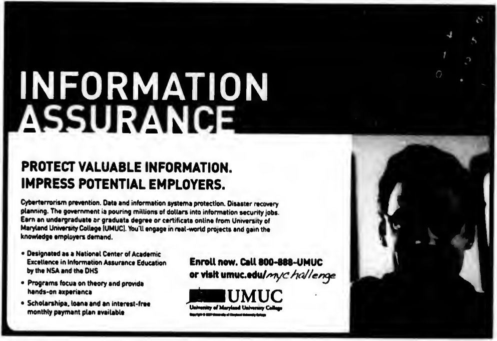
"We put in a standard Web support platform and a standard set of world-class tools, but we defined how they would work," Council explains. "In marketing pharmaceuticals, for example, there are a lot of rules which must be followed, and these were built into the tool set." The result: "The cost of producing Web sites is much lower, and the quality is much better."

UST Global CIO Tony Velleca, 46, has used the economic downturn to develop an enterprisewide business process map and significantly improve what is perhaps UST's most critical business process: hiring and retaining skilled IT professionals. This is especially important as the 6,000-employee IT services company in Aliso Viejo, Calif., prepares to go public in 2010.

"We spent a lot of time with our sourcing and hiring department to understand their problems and examine the span of time it takes to bring someone on board, and we looked for any wasted effort in that process," Velleca explains. By re-engineering the process, his team was able to cut the work involved from 22 days to 13 and shave $2 million from the budget.

So, what's next for these extraordinary business leaders and IT strategists? Virtually all of them say they will maintain a strict focus on business value, innovation and, yes, hard work. But what they see more than anything else is an opportunity to put their teams' hard work and innovation from 2009 to the test in a slowly-but-surely improving economy.

Bring it on. ■



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Michael T. Abbene

RETIRED CIO, [illegible]

> **Accidentally dig up your T1, and bang! There goes your data.**

OR MICHAEL T. Abbene, being named one of *Computerworld*'s Premier 100 IT leaders came as a fitting endnote to a productive career. The 61-year-old retired as CIO at Arch Coal Inc. in August after four years in the top job and nearly four decades in IT.

And a challenging career it was. Abbene's two most recent projects for the St. Louis mining company were as different from each other as they could be.

The first involved the installation of data satellite dishes at Arch's many coal mines to back up its existing data networks, which were vulnerable to foul weather and human accidents.

"All you need is Bobby Backhoe working on a road to accidentally dig up your T1, and bang! There goes your data," Abbene says.

That backup satellite network, operated by AT&T Inc. and Spacenet Inc., enabled Arch Coal's other recent IT upgrade: a business intelligence project to help Arch better manage its inventory of spare parts.

For example, Arch used to keep a spare of a critical, $50,000 piece of coal-drilling equipment at each of its three Western mines. By analyzing parts data from those mines, Arch determined that it needed to keep just one of those pricey parts in a central location.

The business intelligence system is based on reporting and analytical software from Mincom Ltd. and Business Objects (now part of SAP AG) and databases from Oracle Corp.

It's the kind of ROI-driven project that Abbene built his reputation on. "As CIO, Michael encouraged the IS team to harness technologies to create greater efficiencies," says C. Henry Besten, Arch Coal's senior vice president of strategic development.

Abbene says he'll miss the mentoring and coaching aspect of being a CIO the most. But he already has plenty on his post-retirement plate. A longtime amateur musician and singer, Abbene is working on a certificate in music theory in hopes of becoming a music coordinator at a local church.

He's also an amateur photographer who has traveled to all seven continents to pursue his passion. One of his photos, taken at the St. Louis Zoo, where he's a director and a docent, is one of the most popular at the zoo's Web site.

– ERIC LAI

Susan K. Antonson

Director of IT, [illegible]
Tempe, Ariz.

Passion outside of work: "I love the water. My husband and I are avid scuba divers."

If I were not in this business, I would probably be . . . "In medicine. It's also an exciting field that is constantly evolving."

Most valuable career advice: "Always be flexible and open to change, but don't ever compromise who you are."

Recreational best: "I got to Level 29 and a score of 14,880 on BrickBreaker on my BlackBerry."

Marcos A. Athanasoulis

Director, research IT and client services,
[illegible] **Boston**

First job: Delivering newspapers

Most valuable career advice: "Listen to people, don't just talk."

Favorite gadget: "My BlackBerry. I've had one for 10 years."

Technology pet peeve: "Technologies that have not been user-tested."

What's the most interesting thing people don't know about you? "I perform in improv theater – a helpful thing for fun and work."

Emily A. Ashworth

Vice president and CIO, [illegible]
Voorhees, N.J.

Most valuable career advice: "Don't push for something to happen before you are really ready."

Title you'd like to hold someday: "Master textile artist."

Passion outside of work: "Tennis, and sewing like a madwoman."

What's in your MP3 or CD player right now? Andrea Bocelli

A recent great read: *In an Instant: A Family's Journey of Love and Healing*, by Lee and Bob Woodruff

Thomas W. Baldwin

Chief knowledge officer, [illegible]
Los Angeles

First job: "I caddied at the local country club, waking up at 5 a.m. on the weekends and riding my bike five miles each way."

Most valuable career advice: "To be successful, you have to build a team that is more talented than you are."

If I were not in this business, I would probably be . . . "A [illegible] woodworker."

Recreational best: "I ran track at the University of Southern California and was once ranked seventh in the country in the 1,500 meter [illegible]

Michael T. Abbene

RETIRED CIO, ARCH COAL

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– ERIC LAI

Susan K. Antonson

Marcos A. Athanasoulis

Director, research IT and client services, Harvard Medical School, Boston

First job: Delivering newspapers

Most valuable career advice: "Listen to people, don't just talk."

Favorite gadget: "My BlackBerry. I've had one for 10 years."

Technology pet peeve: "Technologies that have not been user-tested."

What's the most interesting thing people don't know about you? "I perform in improv theater – a helpful thing for fun and work."

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Vice president and CIO, American Water, Voorhees, N.J.

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Counting Up End User Benefits of Desktop Virtualization

'Game-changer' solution gives users the control they want.

Gordon Payne, SVP, CITRIX SYSTEMS, INC.

Payne is the senior vice president and general manager of the Desktop Division for Citrix, a $1.6B leader in virtualization, networking and cloud computing. A seasoned industry veteran in IT infrastructure, he provides product leadership with a focus on identifying new market opportunities and creating desktop virtualization product solutions for Citrix customers and partners

With all the attention IT is paying to desktop virtualization these days, you may well expect end users to ask, "What's in it for us?" The answer is "plenty," according to Gordon Payne, senior vice president of the Delivery Systems Division at Citrix Systems, Inc. Among the benefits are better performance, self-service and improved productivity.

How does desktop virtualization improve the performance of users' desktop and laptop machines?

The best experience you have with your PC is generally on day 1, when you take it out of the box. As you use the machine—loading software, changing settings and the like—its performance starts to degrade. About two years in, you're getting frustrated and want to reimage it or get a new machine. It's a different story with desktop virtualization. Every single time you log into a desktop session, you're getting a brand-new operating system and the most current versions of your applications, all with the latest patches and updates. It's like a day 1 experience every time you start your desktop.

What are some important considerations in ensuring that users have a good experience with desktop virtualization?

When you're delivering desktops and applications across a network, providing a high-definition experience is about protocol efficiency. That's something Citrix has been focused on throughout its 20-year history, and our Citrix HDX technology is the latest example. It's fairly simple to deliver a great user experience with 10 Mbps of bandwidth per user. But the real challenge is to deliver that experience with a small amount of bandwidth, because if you're delivering to 50,000, 100,000 or 200,000 users, that's what you'll need to do. Or when your users are on the road, whether across the country with a 200-millisecond delay or on an airplane using WiFi, companies need to deliver that great user experience with very low bandwidth, and that's what HDX is all about.

Another challenge must be to address the varying requirements of different user groups. How can a single desktop virtualization technology address them all?

A single technology can't address them all, which is where Citrix FlexCast delivery technology comes into play. FlexCast enables our XenDesktop product to provide a mix of virtualization technologies. Task workers can share a single server-based desktop image, and office workers use classic desktop virtualization technology, where a personalized image of their desktop sits on a central server and they can access it from anywhere. Others, such as government and university labs that use diskless PCs for enhanced security, will benefit from streaming applications and operating systems to their desktops. FlexCast makes it simple to deploy the best virtualization approach for each group.

How does desktop virtualization help meet user expectations about the "consumerization" of IT?

As you deliver applications on a self-service basis to users, they get control. They can pick and choose the applications they need in order to do their jobs and add and remove applications on the fly. It's much like the experience of going to Google and choosing the applications you want or downloading music and videos from iTunes. That's the experience that workers, especially the so-called millennials who are now entering the workforce, increasingly expect from corporate IT, because they're so used to it in their everyday lives. Giving that control to users makes them happy.

Consumerization also gets at the idea of freedom of device: enabling users to choose whatever computing device they like. How does desktop virtualization address that issue?

We have a component called Citrix Receiver that enables IT to deliver a solution that's tailored for each device, whether it's a PC, Mac, Windows Mobile device, iPhone, BlackBerry—you name it. Each application feels native to the user's chosen environment, so all the gestures I use on an iPhone, for example, work as expected. If IT can deliver everything as a service but it feels like the default world to the user, that's a beautiful thing.

FOR MORE INFORMATION: please visit **http://www.virtualizationvision.com/cw**

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Tony Bender

CIO, ALBERTO CULVER

NNOVATION is the lifeblood of a consumer products company like $1.5 billion Alberto Culver Co. That's why CIO Tony Bender, 51, didn't think twice about going forward with Project Atlas, the company's largest-ever IT initiative.

Project Atlas is a foundation for innovation, Bender says. It leverages technology from SAP, HP, Microsoft and Cisco and represents a complete transformation of all business processes and product life-cycle management at Melrose Park, Ill.-based Alberto Culver.

Yet innovation abounds in smaller projects as well, such as a data analytics pilot program now under way in conjunction with Infosys Technologies Ltd.'s consumer products innovation lab in Bangalore, India.

"We spend a huge amount of money, as all consumer products companies do, on trade promotions – in excess of 10% of revenue," Bender notes. The potential return on that investment is profound. In the pilot, Alberto Culver is using Infosys' analytics platform to better understand the impact of everything from advertising and coupons to display configurations.

"[Tony] is quick to understand where industry strategies are going, then synthesizing that knowledge into actionable IT support strategies focused on value to the business," says Alex Deaton, a partner at IBM Global Business Solutions who has worked with Bender on Project Atlas.

"There are a lot of technologies out there that we're exploring for commercial viability," says Bender. "We would be remiss if we weren't looking at them. We're constantly exploring, because there's a lot of space to play in."

– JULIA KING

Robert A. Beach

Director of IT services,

Sanford, Fla.

Leadership philosophy in a nutshell: "All of the time, every time."

Passion outside of work: My family

2009: What's hot? What's not? "Hot: Zero-client computing. Not: Fat-client desktop."

Technology pet peeve: "When tech people speak to customers in tech talk. If you can't explain what you do or what something does in plain English, then you're not the right person for the job."

Favorite movie: *Pulp Fiction*

Michael R. Benson

Executive vice president and CIO, The DirecTV Group Inc., **El Segundo, Calif.**

Favorite vice: "Drinking an excellent bottle of wine."

Would you advise young people to pursue an IT career? "Yes, and I would have them focus on understanding the business and how technology can enhance the business."

If I were not in this business, I would probably be . . . "A professional singer."

Favorite sport: Baseball

A recent great read: *The Glass Castle: A Memoir*, by Jeannette Walls

Amy Berkowitz

Senior vice president and CIO, CBS Corp., **New York**

Most valuable career advice: "It's important to build a strong collaborative team with the focus on encouraging people, not diminishing them."

Favorite sport: "As a spectator, I'm a baseball (die-hard Yankees) fan. I'm also an exercise enthusiast; it's important for body and mind."

What's the most interesting thing people don't know about you? "I studied biomedical engineering at Vanderbilt University and created some new inventions."

Laura M. Bouvier

Senior vice president, property systems services and business consultancy information resources,

Bethesda, Md.

Would you advise young people to pursue an IT career? "Yes. Especially women. Any profession where you get the opportunity to think creatively and imagine the future and then be a part of the way to get there is a good thing."

Passion outside of work: "Officiating at swim meets for my three children."

Favorite sport: Speed reading

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Stephen Bozzo

SENIOR VICE PRESIDENT AND CIO, 1800FLOWERS.COM

> **“Job 1 is to have a cadre of leaders working for you.**

SUCCESSFUL IT leadership is about people, process, tools – and people, says Stephen Bozzo, senior vice president and CIO at 1800Flowers.com Inc. If that sounds redundant, the choice of words was intentional. “It starts with people and ends with people,” he says.

Bozzo, 54, says he listens when he might otherwise direct, and he cultivates leadership at every level. “Job 1 is to have a cadre of leaders working for you and in turn to have a cadre of leaders working for them,” he explains.

That strategy has enabled the IT team to launch several successful initiatives and improve service levels, all while cutting the IT budget by 20% and staff and contract workers by 30%. Part of the savings came from a consolidation of IT environments among the Carle Place, N.Y.-based company’s 16 brands, an initiative that included reversing 1800Flowers.com’s preference for building its own IT systems.

Bozzo also championed a chargeback system for IT expenses. “It was a bit of a selling job,” says Bozzo, who had to convince executives that it was a good way to control expenses and get more from IT. To gain support, he assigned a business relationship manager to every unit and distributed chargeback reports for a year before implementing the program. Today, every dollar of the IT budget is accounted for.

Ram Ganesan, who reports to Bozzo, isn’t surprised by Bozzo’s success. “We have to plow through these difficult times, and that only happens when you have solid leadership,” says Ganesan, vice president of application development.

But the human touch is Bozzo’s biggest strength. Ganesan says that as a project manager a few years ago, he got into an argument with his manager over how to deal with a customer and was ready to resign. The issue was elevated to Bozzo. “I was two levels down,” says Ganesan. “The fact that I could have an argument with a high-placed executive, that speaks a lot to leadership.” Ganesan stayed, and he says he learned from Bozzo’s approach.

People have a tendency to get too aggressive when crises emerge, Bozzo says, acknowledging that he himself has had to overcome that tendency. “I try to be methodical and even-keeled with every problem, no matter how severe.”

– ROBERT L. MITCHELL

Marc L. Brown

[illegible]

Wo[illegible] you ad[illegible] people to pursue an IT career? A[illegible]

[illegible] great read [illegible]

William C. Brown

Senior vice president and CIO, Iron Mountain Inc., Boston

First job: Dishwasher at a local restaurant

Most valuable career advice: “Two things: Honesty is black and white; and focus on your potential, not your performance.”

Title you’d like to hold someday: “World’s best husband and father.”

If I were not in this business, I would probably be . . . “A charter captain in Cabo San Lucas.”

Leadership philosophy in a nutshell: “Focus on people, and give and request feedback liberally.”

Richard E. Burk

Vice president, IT, AmerisourceBergen Specialty Group, Frisco, Texas

Would you advise young people to pursue an IT career? “Definitely. I think computers are going to be around for a while.”

If I were not in this business, I would probably be . . . “A musician.”

Favorite sport: “Absolutely it’s college football!”

What’s in your MP3 or CD player right now? “Rock ’n’ roll, hip-hop . . . everything but country.”

Favorite movie: *The Final Countdown*

John P. Burke

CIO

Dalla[illegible]

[illegible]

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Bill McQuaid, CIO

for his outstanding achievements

that earned him status as one of

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Ivy Chin

FORMER VP, STRATEGIC & MULTIMEDIA OPERATIONS, QVC

WHETHER a QVC customer is in front of a TV and calling in an order for a Joan Rivers watch, or at a PC and placing an order for tube of lipstick, that shopper is getting a consistent experience, from pitch to sale to delivery.

And Ivy Chin is just as delighted as the customer when all those pieces jell. Chin was vice president of strategic and multimedia operations at West Chester, Pa.-based QVC Inc. until recently, when she left to join department store chain Belk Inc. as senior vice president of e-commerce.

Chin's former company has embraced the Web with the same enthusiasm it brought to television. QVC uses its Web site to remind shoppers about upcoming televised product segments and to build its customer community, while allowing people to shop and manage their orders online.

And Chin, 39, has been as nimble as QVC itself, jumping between the business and IT sides in her 14 years there. She was QVC.com's first information architect and later led a team of developers, designers and merchandising content staffers. She then headed up the application development team.

"It is a rare opportunity to create a three-year plan as a business owner, then be in a position to execute that plan from the IT side," she says.

"Ivy's gift is that she can conceptualize customer needs and translate those needs into a technical model that IT can build," says Rob Cochran, former CIO at QVC. "She has an uncanny ability to understand the technical side and the requirements end."

– ELLEN FANNING

David Cagigal

[illegible]

Daniel C. Chan

CIO, New York State Office of Temporary and Disability Assistance, Albany, N.Y.

First job: Rocket scientist

Most valuable career advice: "Take the assignment nobody wants."

Title you'd like to hold someday: CEO

Favorite sport: "Soccer, a great team sport in which you have to play defense and offense constantly."

A recent great read: *Outliers: The Story of Success*, by Malcolm Gladwell

Favorite TV show: *CSI*

Jessica L. Carroll

Managing director, information technologies, U.S. Golf Association, Far Hills, N.J.

First job: Proofreader

If I were not in this business, I would probably be . . . "An actress."

Favorite gadget: "My BlackBerry Bold."

Leadership philosophy in a nutshell: "Hire really smart overachievers, work them hard and work yourself harder, and always strive to offer the best technology environment and services possible."

Ask me to do anything but . . . "Swim."

Jai P. Chanani

[illegible]

Most valuable career advice: [illegible]

Title you'd like to hold someday: [illegible]

[illegible]

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COMPUTERWORLD

Ken Corless

EXECUTIVE DIRECTOR, BUSINESS APPS, ACCENTURE

WHEN you're in charge of a global applications team of about 1,900 people spread across the U.S., China, Argentina, Ireland, the Philippines and Spain, you use every communication tool you've got in your bag.

And for Ken Corless, executive director for business applications at consulting firm Accenture Ltd., when it comes to communicating with a worldwide group of developers from his Chicago office, he employs everything from personal site visits to instant messaging, blogs, newsletters and social networks. Corless says that when he needs to get his message across in multiple languages and multiple time zones, he uses as many methods as he needs.

"Because of the diversity of a global workforce, the best way to hit a large cross-section of people is to communicate through multiple channels," says Corless, 45. "That ability to connect, as an IT services company, is something we've been pretty aggressive with. It's even more of a value proposition to us than a company that sells screwdrivers."

Sony Rusteberg, a senior executive at Accenture who has worked with Corless on multiple projects, says Corless focuses on making communication a priority.

"Ken is a true believer in leveraging social networking technology to create a richer community experience," says Rusteberg. "He is likely one of the biggest users of video in our company. By communicating and connecting with his global team, Ken is able to motivate and inspire people to come along on his journey."

– SHARON GAUDIN

Avery C. Cloud

[illegible]

LaVerne H. Council

Corporate vice president and CIO, Johnson & Johnson, New Brunswick, N.J.

First job: Baking cakes

Most valuable career advice: "Don't take a meeting that you don't have time for."

Favorite vice: Potato chips

If I were not in this business, I would probably be . . . "A neurosurgeon."

Leadership philosophy in a nutshell: "Change does not just happen; it is cultivated in people who share a vision . . . a vision that they turn into reality."

Ask me to do anything but . . . "Outdoor camping."

Paul J. Cosgrave

Commissioner, New York City Department of IT & Telecommunications, New York

First job: Newspaper delivery boy

Would you advise young people to pursue an IT career? "Yes. Technology is always changing; they will continue to learn throughout their career."

Recreational best: "A golf handicap of 12."

Favorite sport: "Player: golf; fan: football."

A recent great read: *Team of Rivals: The Political Genius of Abraham Lincoln*, by Doris Kearns Goodwin

Gary M. Davis

[illegible]

[illegible]

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Steven Davis

CHIEF ARCHITECT, WALT DISNEY STUDIOS

STEVEN DAVIS, vice president of IT and chief architect at Walt Disney Studios, likes to juggle. His pastime, he says, puts him "in command of a complicated environment, in a zone, working perfectly, and knowing exactly what to do next."

It's quite fitting for a man whose job is equal parts precision and improvisation.

"Steve is one of the rare individuals who has both strong business acumen and very strong systems and architecture skills," says Jeff Mirich, CIO at Disney Studios in Burbank, Calif. "He is fantastic at translating complex ideas into simple business terms that can be easily understood by nontechnical leaders."

One initiative that put those skills on display was a project to create a decision-making framework on the business side that's similar to the IT department's. That structure makes the IT unit more agile and better positioned to support business needs and new opportunities, Davis says. It also guarantees that processes that will give the business an edge in the marketplace and increase revenue will get the dollars and the technologies they need, he says.

The framework offers "an empirical way to divide up money in a way that makes sense to everyone," he adds.

Davis, 50, says getting buy-in from various stakeholders is a challenge. "The best way to persuade people is to make them part of it," he says. "In the end, everyone has worked on it and thinks it's the way to do it.

"No one will choose to see our movie because we have a cool-looking invoice," Davis notes. "We need to focus our talent on innovation that will give the business an edge."

– MARI KEEFE

Edward C. DeMartino

[illegible]

Lawrence T. Di Gioia

Information services director, City of Altamonte Springs, Florida

First job: Flipping burgers

If I were not in this business, I would probably be . . . "A locomotive engineer."

Favorite gadget: iPhone

Ask me to do anything but . . . "Hang wallpaper."

Passion outside of work: Model trains

Favorite sport: Football

A recent great read: *What Got You Here Won't Get You There: How Successful People Become Even More Successful*, by Marshall Goldsmith and Mark Reiter

Shaleen Devgun

Vice president, strategy, planning and architecture, Schneider National Inc., Green Bay, Wis.

Favorite gadget: "My iPhone."

Favorite sport: Soccer

Passions outside of work: Family and cars

A recent great read: *Predictably Irrational*, by Dan Ariely

Leadership philosophy in a nutshell: "It's a process of influence. A good leader works with others to help them accomplish their goals and the goals of the organization. Leadership is all about the people you lead."

James A. Dobson

[illegible]

Ingo Elfering

VICE PRESIDENT OF IT STRATEGY, GLAXOSMITHKLINE

NEVER LET a good crisis go to waste. Those are words to live by for Ingo Elfering, vice president of IT strategy at GlaxoSmithKline PLC in Newtown Square, Pa. Sure, he's challenged by a tough economy like everyone else. But that's only part of a one-two business punch facing the pharmaceutical company. The other is what Elfering calls "the big patent lift" that's taking place between now and 2012, when many drugs will change status from branded to generic.

Elfering is using this time to press forward with aggressive IT-enabled cost-cutting so that the $39 billion company will be well positioned to collaborate globally.

"Economic pressure gives you a good lever to change things that otherwise the inertia of a large organization is not going to be able to execute," says Elfering, 42. "The reset scenario is to really do things completely differently so at the other end of this journey, we're more adapted to the changing business model of pharma."

Late last year, GlaxoSmithKline and Microsoft Corp. signed a contract that calls for the software vendor to move Glaxo's calendaring, e-mail, data archiving and collaboration services to a software-as-a-service model. Throughout 2009, under an initiative known as Information Workplace Transition, the company has been migrating users to the new infrastructure, cutting costs by 30% in the process.

"You always hate to use the term 'visionary' because it is so overused these days, but in Ingo's case, the shoe fits," says Pamela Roberts, director of IT strategy.

– JULIA KING

Thomas A. Druby

[illegible]

Favorite [illegible]

[illegible] you'd like to trade [illegible]

Favorite sport:

What's in your MP3 or CD player right now?

Philip R. Fasano

Senior vice president and CIO, Kaiser Permanente Inc., Oakland, Calif.

Most valuable career advice: "Focus on the people; everything else is an extension of them."

Would you advise young people to pursue an IT career? "Absolutely. IT is consistently in the middle of change and always changing itself."

Passion outside of work: "Taking ski trips with my family."

Favorite sport: Lacrosse

A recent great read: *Outliers: The Story of Success*, by Malcolm Gladwell

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Melvin L. Evans

IT director,
Hand Arendall LLC,
Mobile, Ala.

First job: Kitchen help at a local barbecue restaurant

Most valuable career advice: "Don't be afraid to make a mistake, admit your mistake or correct your mistake."

If I were not in this business, I would probably be . . . "Doing volunteer work for a nonprofit organization."

Best mentoring relationship: "My first IT job, where I worked with some of the most talented people I've ever known."

Favorite gadget: "My BlackBerry Bold."

Vincent J. Ferrari

Principal and CIO

Maryland Heights, Mo.

Most valuable career advice: [illegible]

Passions outside of work: [illegible]

Technology pet peeve: [illegible]

Jim Fortner

GENERAL MANAGER, PROCTER & GAMBLE

JIM FORTNER has built a career at The Procter & Gamble Co. on promises kept. Every year, he says, "I sit down with [CIO] Filippo Passerini and tell him what our promise is." This year, that pledge included cutting $50 million from the IT infrastructure budget.

So far, Fortner, general manager of IT infrastructure and corporate real estate for Cincinnati-based P&G's global business services division, has delivered savings by asking his teams to attack several projects. Those include installing a videoconferencing system and mitigating rapidly rising storage and telecommunications costs.

To help address the latter, his team created a Web-based system that delivers "personal consumption reports" that show managers and individual employees the dollar value of the IT resources they consume every month, including such things as BlackBerry services. "Those are charges that they don't normally see but [do] incur," Fortner says. By providing that visibility and suggesting alternatives, the company has saved millions.

Kevin Haukebo, associate director of global business services, describes Fortner as energetic and a great communicator. "He helps us drive home the business value equations for the programs we're running," Haukebo says. Fortner coaches the team to stay on message and "get your sound bites down on key measures that business people will understand," he adds.

"I look at myself as a hired gun every year," Fortner explains. "I step back and say, 'OK, what does the company need from me that I can uniquely deliver?' It's not enough to just take in oxygen and be an employee. I try to make a difference, [and] I accept full accountability."

– ROBERT L. MITCHELL

Daniel M. Flax

[illegible]

Robert L. Geller

CIO, XO Communications, Herndon, Va.

First job: Programmer at the IRS

Favorite vice: Poker

Title you'd like to hold someday: "CEO of a small software company."

Would you advise young people to pursue an IT career? "I would. Technology is only going to become more important."

If I were not in this business, I would probably be . . . "A teacher."

Leadership philosophy in a nutshell: "Inspire, facilitate; give people room to succeed."

Passion outside of work: Biking

John J. Garing

Director for strategic planning and information, Defense Information Systems Agency, Arlington, Va.

First job: "I carried out groceries and stocked shelves for seven years in high school and college at a Red Owl grocery store in St. Paul, Minn."

Most valuable career advice: "Take care of people. Work hard. Never leave a job; always go to a job."

In high school, I was . . . "Challenged. I went to an all-boys, Catholic, military school. It was a great experience."

Scott A. Gibson

[illegible]

Russ Hester

CTO, FRANCIS TUTTLE TECHNOLOGY CENTER

RARELY do you see an IT leader and an organization as committed to embracing mobile computing as Russ Hester and Francis Tuttle Technology Center.

"Computer mobility is key and critical to our future," says Hester, who has served as chief technology officer at the Oklahoma City-based career training center for seven years. "We spend time here looking at ways to get people [access] to learning content, no matter where they are."

Hester, 49, works with his IT group and the school's faculty to develop three to four pilot programs each year and is currently evaluating e-readers, smartphones and mini-laptops. The goal is to adopt new technologies to give students easier access to textbooks, class assignments and curricula.

In one pilot project, nursing students were given older handhelds loaded up with textbooks and reference guides. But replacing those devices with newer ones would have been costly. So students are now allowed to use their own devices and load them with textbooks purchased at a discount, says Renee Lewis, director of the practical nursing program.

Lewis credits Hester with the idea. "The students absolutely loved it," she says. "They didn't need a heavy backpack and could consult a medical reference at the bedside or the nursing station in the hall."

Hester, who heads a staff of 27 IT employees, is preparing the school for the day when everyone will have a mobile computing device.

"Why do I have to buy desktops?" he says. "Let them learn with their [own] technology."

– MATT HAMBLEN

Sharon K. Gietl

[illegible]

What [illegible] most interesting thing people don't know about you?

Craig S. Haught

Chief information and environmental strategy officer, Hitachi Global Storage Technologies, San Jose

First job: Mechanical CAD software engineer at Structural Dynamics Research

Title you'd like to hold someday: "CEO of a technology company."

If I were not in this business, I would probably be . . . "A pro golfer."

Leadership philosophy in a nutshell: "Anticipate, plan, and flawlessly execute."

Ask me to do anything but . . . "Misrepresent the truth."

Richard J. Greenwood

CIO, Rural Community Insurance Services, Anoka, Minn.

First job: Developer

Most valuable career advice: "Listen three times more than you speak."

Title you'd like to hold someday: "I have it now. Great job and great people."

Leadership philosophy in a nutshell: "Listen intently, ask questions to seek more information, clarify, and then coach."

Recreational best: "I shot a 78. What a high for me."

What's in your MP3 or CD player right now? Darius Rucker

Brian R. Hedberg

Senior vice president and CIO

[illegible]

If I were not in this business, I would probably be [illegible]

Passion outside of work [illegible]

Recreational best [illegible]

What's the most interesting thing people don't know about you? [illegible]

Wyllstyne Hill

CIO, RAYTHEON MISSILE SYSTEMS

A MISSILE finds its mark through a combination of speed and accuracy. Wyllstyne Hill, vice president of IT and CIO at Raytheon Missile Systems in Tucson, Ariz., has a similar laser focus that helps guide her team to its goals.

"My communication style is to define a crisp vision of where we're going," says Hill, 59, who has served as a divisional CIO at Raytheon Co. for seven years.

Hill is quick to note that her rise through the ranks of one of the largest U.S. defense contractors has been aided by mentoring she has received. And she's returning that favor by serving as a mentor for young women through several programs.

"Styne is always reaching out and finding time for those who look up to her and seek her counsel," says Raytheon CIO Rebecca Rhoads, who is Hill's boss.

And Hill's time is certainly at a premium. In recent months, the missile division's IT group has been working with researchers at the University of Arizona to adapt advanced image analysis techniques that are used on the battlefield and apply them to the detection of skin cancer.

"The big opportunity was learning and understanding how information flowed through the system," says Hill.

The IT group ultimately designed a distributed, service-oriented architecture with a strong access protection layer, to allow authorized physicians to retrieve specific patients' data, says Hill. "Our design uses parallel computing for the processing algorithms and an infrastructure akin to a supercomputing facility," she says. "The volume of data to be managed may approach petabytes within only a couple of years."

– ELLEN FANNING

Stanley Huff

[illegible]

[illegible]

If I weren't in the line of work I'm in, I would probably be [illegible]

Favorite sport: [illegible]

David G. Janecek

Vice president of IT, Credit Solutions of America Inc., Dallas

First job: "I was a project manager for ACS, a Fortune 500 company that specializes in IT and business process outsourcing."

Most valuable career advice: "It's all about results."

Title you'd like to hold someday: CIO

Favorite gadget: PlayStation 3

Ask me to do anything but . . . "Sit in a long, boring, unproductive meeting."

Passions outside of work: "Golf, wakeboarding and live music."

William Eric Hungate

CIO, Texas Association of School Boards, Austin

Most valuable career advice: "Leadership is an art and means involving others."

Favorite vice: Wine-and-food pairings

Passions outside of work: "I have many. Nature, music, wine and art."

Technology pet peeve: "Systems always do what you tell them to do and not what you want them to do."

What's the most interesting thing people don't know about you? "You can purchase songs from my most recent CD on iTunes."

Leslie M. Jones

Senior vice president and CIO [illegible]

Most valuable career advice: [illegible]

Ask me to do anything but [illegible]

Passions outside of work: [illegible]

VICE PRESIDENT, INFORMATION SYSTEMS AND TECHNOLOGY, STAR TRAC UNISEN

Jeff Kuckenbaker

WHEN THE country finds itself in a tough military situation, it calls in the U.S. Army's Special Forces. When commercial fitness equipment manufacturer Star Trac Unisen Inc. needed someone to command its global IT operations, it hired combat veteran and former Army Ranger Jeff Kuckenbaker to provide steady, no-nonsense leadership as its first vice president of information systems and technology.

Today, Kuckenbaker, 39, and his 28 IT employees are in the trenches of a global reinvention of the Irvine, Calif.-based company's business processes, including a global implementation of Oracle systems that could improve net income by 2%.

"For me, the biggest skill I got from the military for this job is the ability to take on big projects and not be fearful, and [to know that] while I'm implementing and doing all the work, you've got to keep it together," he says.

Kuckenbaker also has a degree in finance that helps him clearly foresee business issues, and he maintains a plain-spoken approach to management. "Nobody wonders what's on my mind," he says. "I think [my staff] likes it because they know where I'm coming from. It's very clear. The duties and tasks are clear."

But colleagues insist he's not a drill sergeant in the office. "He's bringing us into the 21st century now," says Sean Irby, vice president of global manufacturing and operations.

– STACY COLLETT, STCOLLETT@AOL.COM

Robert Jones IV

[illegible]

Phyllis J. Koch

Director, IT services and geographical information systems, City of Boynton Beach, Fla.

Most valuable career advice: "You can't be right all the time, but make a decision. Do something!"

Favorite vice: "Traveling to fascinating locations (such as South Africa or the Falkland Islands) to take photos, shop and eat great food."

Passion outside of work: "Photography, especially wildlife."

In high school, I was . . . "Very quiet. Obviously, I outgrew it."

James R. Kellerman

Chief technical officer, GreenPrint Technologies LLC, Portland, Ore.

Favorite vice: "Shiny new technology."

Would you advise young people to pursue an IT career? "Absolutely. The effects IT will have on the world over the next decade are going to be enormous."

If I were not in this business, I would probably be . . . "An innovation consultant."

Recreational best: "Rock-climbing a very steep, very polished E3 6b [mountain] in the southwest U.K."

In high school, I was . . . "A nerd."

James A. Krueger

[illegible]

Harrison A. Lewis

CIO [illegible]
[illegible]
[illegible] Wa[illegible]

Favor[illegible]

[illegible]

Ask me [illegible] but [illegible]

Favorite TV show: [illegible]

Ahmed Mahmoud

CIO, Advanced Micro Devices Inc., Austin

Would you advise young people to pursue an IT career? "Yes. I strongly feel IT is the fabric in society. IT is the core of business. IT saves time, creates time and enables efficiency with greater productivity. IT allows us to not just run a business, but grow and transform business."

Best mentoring relationship: "A past CIO I worked for who was an exceptional mentor. He gave me critical feedback while enabling opportunity through growth-stretch assignments."

Deborah K. Lindell

CIO, Delaware Department of Correction, Dover, Del.

First job: A data entry operator, keying data from electrical schematics

Most valuable career advice: "Quit taking it personally."

Favorite vice: Good wine

Leadership philosophy in a nutshell: "Walk the walk, and leave it better than you found it."

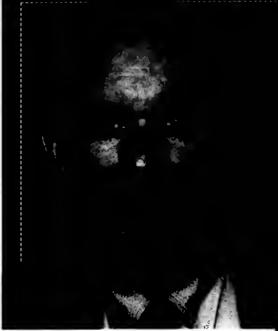
Passion outside of work: "Music. Ringing English handbells."

Technology pet peeve: "Technology workers who don't understand the business they serve."

Edward W.H. Marx

[illegible]

[illegible]



Dan Lohrmann

CHIEF TECHNOLOGY OFFICER, STATE OF MICHIGAN

DAN LOHRMANN, chief technology officer for the state of Michigan, is what novelists would call a man of action – an IT leader up for any challenge.

Lohrmann, 46, was Michigan's chief security officer for many years, and his résumé includes a stint at the National Security Agency. He's also a blogger and an author. Like other men of action, he is guided by inner principles, and those principles appear as themes of his book, *Virtual Integrity: Faithfully Navigating the Brave New Web* (Brazos Press, 2008), which examines the relationship between the concepts of security, privacy, ethics and integrity.

There are no single-purpose projects in Lohrmann's vision. For example, he brought Michigan into compliance with the ever-toughening Payment Card Industry Data Security Standard, so agencies can now offer financial transaction services to citizens. Those security improvements might in turn make it possible to deliver applications and services, such as driver's license renewals, by way of mobile devices, he says.

And Michigan's multiyear consolidation of 40 data centers to three offers the state other opportunities. For example, it could become a cloud services provider. Under the model Lohrmann envisions, Michigan could find the best application developed by a government entity for any particular service and then make it available across the state as a cloud-based service, he says.

Former Michigan CIO Teri Takai, who is now California's CIO, calls Lohrmann "a dedicated, energetic and talented public servant" and says his "leadership in information security has led the nation."

– PATRICK THIBODEAU

Bill E. McQuaid Jr.

Vito Melfi

Vice president, IT operations, Gevity HR Inc., **Bradenton, Fla.**

Most valuable career advice: "Learn the business process as well as the technology. If you receive a request and provide a service, you're basically an order-taker. But if you understand the end users' business needs, you become a valued partner."

Favorite sport: "I am completely hooked on golf. This past year I competed in my first pro-am tournament (the Transitions Championship) here in the Tampa area. Playing a full round of golf with PGA pro Steve Flesch was awesome."

Roy M. Mentkow

Director, Department of Technology, City of Roanoke, Va.

First job: "Selling pretzels on the streets of New York City."

Most valuable career advice: "When things that you cannot control are not going well, don't worry. Things always change."

Favorite vice: Good cigars and good whiskey

Ask me to do anything but . . . "Anything immoral, illegal or unethical."

In high school, I was . . . "An underachiever."

A recent great read: *The Castle in the Forest*, by Norman Mailer

Avid Modjtabai

Jay A. McLaughlin

DIRECTOR OF IT, CNLBANK

> "What we're seeing today is accountability being enforced."

AS THE financial services industry moves toward making customer data available anywhere, anytime, Jay A. McLaughlin, director of IT at CNLBank in Lake Mary, Fla., wants to make sure his bank's mobile platform process is documented and evaluated at every step.

CNLBank's IT department is overhauling its intranet services and rolling out new customer-facing applications in order to provide things like a more user-friendly online bill payment system and mobile banking tools.

The new banking platform, which is expected to take about nine months to complete, will be rolled out in phases; the new bill payment application was due to go live this month. Mobile banking and other new customer-facing applications will follow.

McLaughlin, 31, says the most obvious enhancement from an IT perspective is an increase in customer data security, which includes multifactor authentication and fraud monitoring.

In addition to undertaking the online banking upgrade, McLaughlin and his team are embracing the Information Technology Infrastructure Library (ITIL) framework as a way to govern change management.

Through ITIL, the bank is implementing a full-blown program under which all changes and approvals are documented. All process changes are evaluated upon completion to ensure their effectiveness.

"It's a way of determining how well we're doing as a company to ensure changes are not impacting the organization or customers in a negative way, i.e., resulting in downtime or loss of critical services," McLaughlin says.

CNLBank's chief operating officer, Martin Mahan, says McLaughlin's enthusiasm and energy are contagious. "Basically, Jay came into this company without any banking experience and completely turned around the whole IT division," he says. "I can't say enough good things about him."

Before the bank started using the ITIL framework, McLaughlin says it wasn't uncommon for system changes to result in planned and unplanned outages.

"What we're seeing today is accountability being enforced. That's critical," he says.

– LUCAS MEARIAN

Manuel H. Moreno

RESEARCH DIRECTOR, LOS ANGELES COUNTY

IN GOVERNMENT, bureaucracy is a bigger threat to IT projects than badly behaving technology.

That's what Manuel H. Moreno, 61, research director in the chief executive office of the service integration branch of Los Angeles County, learned three years ago when he led the charge to create the first unified data warehouse for the county's social service agencies.

Policymakers had long wanted to cut down on waste. But each agency insisted on keeping its data separate and siloed, and "nobody knew how much money was spent or who were the frequent fliers – the people who were using services much more frequently than others," says Moreno, who has more than 25 years of experience as a county manager.

Moreno cleverly navigated the bureaucracy to jump-start the data warehouse initiative, known as the Adult Linkages Project, says Hall Toros, the chief analyst working under Moreno.

"Manuel managed to attract the attention of our upper management. And with the direction of the county CEO, all departments were forced to cooperate," Toros says. Moreno was then able to get buy-in from each agency by explaining the benefits, and he maintained that buy-in through constant contact, Toros adds.

Moreno continues to build on that momentum: The county is now working on a pilot of a data mining system to help prevent fraud.

– ERIC LAI

Saul R. Morse

[illegible]

Dominic A. Nessi

Deputy executive director and CIO, **Los Angeles World Airports, Los Angeles**

First job: "Like every other kid, a newspaper route. I took it seriously."

Most valuable career advice: "Measure twice, cut once."

Would you advise young people to pursue an IT career? "Yes. IT is the foundation for every business process they will encounter."

If I were not in this business, I would probably be . . . "Doing some sort of volunteer work, probably with the American Indian community."

Jo-ann M. Olsovsky

Vice president, technology services, and CIO, BNSF Railway Co., Fort Worth, Texas

Most valuable career advice: "Always have a sense of urgency. Be tenacious, prepared and precise, and deliver a business value."

Favorite sport: Football

Would you advise young people to pursue an IT career? "Yes. Technology is fascinating. We are surrounded by technology – home PCs, flat-screen TVs, GPS, the Internet, iPhones, etc. Imagine having to do without all that innovation and IT. Think of all the future potential."

Jeffrey B. Pattison

CIO

[illegible]

Randall Poppell

CIO, UNIGROUP

ANDALL POPPELL is a classic example of an IT leader driving business opportunities. As the CIO and senior vice president of strategic planning at UniGroup Inc., parent of United Van Lines and other moving companies, Poppell has spent the past eight years developing what he calls a "game-changing technology strategy" for the $2.2 billion St. Louis-based company.

When UniGroup decided to launch a new "store and move" container service subsidiary, for instance, software development was key. Business leaders wanted to create a Web-based system "that was more modern, electronic and customer-focused than anything we've had in the past" and would allow customers to pick and choose services, get quotes online and place orders, he says.

Poppell, 52, led an aggressive project using agile software development and service-oriented architecture to build the business. His IT staff pumped out new, defined features every 30 days, enabling developers and their business counterparts to evaluate scope and adjust priorities based on changing business conditions. The effort was completed 5% under budget.

Casey Ellis, senior vice president of sales and marketing at UniGroup, says Poppell fosters an entrepreneurial spirit among the 200 IT staffers. "He knows business, not just our industry," says Ellis. "That creativity can drive huge efficiencies and benefits here."

– STACY COLLETT

James M. Pepin

[illegible]

Technology pet peeve: [illegible]

James Quinn

CIO, PHI Inc., Lafayette, La.

Favorite gadget: "My BlackBerry, of course."

Best mentoring relationship: "My father-in-law was a very successful businessman, and I still look to him as a sounding board."

Leadership philosophy in a nutshell: "Empower your people, make them accountable, and then stand aside and let them make it happen."

A recent great read: *Animal Spirits: How Human Psychology Drives the Economy, and Why It Matters for Global Capitalism*, by George A. Akerlof and Robert J. Shiller

Ronald C. Pilcher

CIO, Varsity Brands Inc., Memphis

Most valuable career advice: "Stay positive in all situations."

Title you'd like to hold someday: CEO

If I were not in this business, I would probably be . . . "A coach."

Leadership philosophy in a nutshell: "Do not ask anything unless you are willing to do it yourself."

Recreational best: Camping and golf

Technology pet peeve: "Underutilizing technology."

A recent great read: *Moments of Truth*, by Jan Carlzon

Scott C. Ranson

Vice president and CIO [illegible]

Milwaukee

Most valuable career advice [illegible]

If I were not in this business, I would probably be [illegible]

Leadership philosophy in a nutshell [illegible]

Passions outside of work [illegible]

Dennis Reiman

CHIEF TECHNOLOGY OFFICER, FLORIDA STATE COLLEGE

BEING A good leader means more than just delegating tasks or listening to requests; it also means making the right decisions, no matter how difficult.

That's the track record of Dennis Reiman, 32, associate vice president of strategic and emerging technology and chief technology officer at Florida State College at Jacksonville.

Up until four years ago, FSC was a member of a consortium represented by the CTOs and CFOs of Florida's eight largest community colleges. But Reiman realized he couldn't implement most of his school's 29 annual objectives if he was expected to help prioritize other schools' needs – so he withdrew FSC from the consortium. Using that newfound agility, Reiman checked off not just the top 29 items on his list, but 55 total. "I still check in with my counterparts," Reiman says of the consortium members. "Even though we left, we remain good friends."

Similarly, Reiman pushed through an ERP platform migration this year, despite reservations from his superiors.

"This is a guy who has the courage of his convictions. Just because the people providing input are senior to him doesn't mean he's going to be dissuaded from doing the right thing," says Rob Rennie, FSC's vice president of technology and CIO, and Reiman's supervisor for 14 years.

"He really is truly one of the young exceptional people in the field," says Rennie. "We need more of him."

– KEN GAGNÉ

Doug Ross

Susan G. Schade

Vice president and CIO, Brigham and Women's Hospital, Boston

Most valuable career advice: "It's important to build and nurture relationships with colleagues."

What's in your MP3 or CD player right now? Rascal Flatts

Leadership philosophy in a nutshell: "I value teamwork, collaboration, customer service and innovation. I expect my staff to meet high standards and be accountable for their work. Continual process improvement is key for us as a team."

William Michael Schrier

Chief technology officer, City of Seattle

First job: High school science and math teacher

Favorite gadget: "Digital camera. I love photography."

Favorite vice: Chocolate

Passion outside of work: "I enjoy astronomy, but it is a difficult hobby to pursue in light-polluted Seattle."

Favorite sport: "Running and bicycle commuting. I have either run home (six miles) or bicycled home (14 miles) almost every workday for the past 26 years, some 6,000-plus trips."

In high school, I was . . . "Building my own telescope."

Mark A. Schwartz

CIO

Tom Snook

CHIEF TECHNOLOGY OFFICER, NEW WORLD SYMPHONY

ONNECTING THE world's leading musicians over broadband while planning a state-of-the-art facility keeps Tom Snook up at night – but young at heart.

Snook, 62, chief technology officer at the New World Symphony (NWS) in Miami Beach, has partnered with the Internet2 consortium for nearly a decade to provide graduate-level music students with mentors at the world's best symphonies and universities.

Ann Doyle, senior program manager for arts and humanities initiatives at Internet2, says Snook "has been a remarkable pioneer in shaping the performing arts community's use of [Internet2's network]."

Since starting at the NWS in 1995, Snook has worked with universities, research institutes and manufacturers to develop the products needed to offer interactive master classes, with the student based in Miami Beach and the mentor anywhere in the world. When Snook started, echo cancellation techniques removed the highs and lows, latency was a significant problem, and the audio wasn't well synchronized with the visual. Now, "the latency between here and New York for a master class one way is about 5 milliseconds, which is pretty awesome," says Snook.

The symphony's new facility, to be completed next year, will have 17 miles of 10Gbit fiber and house 38 practice rooms – each with the requisite equipment for interactive education.

And although he isn't a professional musician himself, Snook does have a great music story: He once played drums with Louis Armstrong in Paris back in his student days.

– JOYCE CARPENTER

Joseph N. Seibert

[illegible]

[illegible]

What [illegible] **most** [illegible] **teresting** [illegible]

Art W. Shorney

Vice president, MIS, VHA Inc., Irving, Texas

First job: "A hospital X-ray orderly at age 16."

Most valuable career advice: "Don't be the person who limits yourself."

Leadership philosophy in a nutshell: "Do the right thing for the right reason."

A recent great read: The Bible

Favorite movie: *Parenthood*, starring Steve Martin

If I were not in this business, I would probably be . . . "A high school teacher. It is such an important job, and we need highly qualified people who can help grow the youth of our country."

Manish H. Shah

Senior vice president, IT outsourcing, Information Resources Inc., **Chicago**

Favorite sport: Football

Passion outside of work: "Sports activities that involve my kids."

A recent great read: *Outliers: The Story of Success*, by Malcolm Gladwell

Favorite TV show: *House*

What's the most interesting thing people don't know about you? "I grew up so poor that I did not own a pair of shoes until I was 10."

David E. Smoley

[illegible] CIO

Milpitas [illegible]

Most [illegible]

[illegible]

Paul Stamas

VICE PRESIDENT OF IT, MOHAWK FINE PAPERS

IN A YEAR when many of his peers battled the recession with cutbacks and project cancellations, Paul Stamas, vice president of IT at Mohawk Fine Papers Inc. in Cohoes, N.Y., spent even more money than he did in 2008 – 10% more. Among other things, he helped his company implement a far-reaching system to track and improve energy conservation, integrated systems within a month of Mohawk acquiring a major competitor, expanded Mohawk's distribution network in Europe and launched a comprehensive e-commerce project to broaden the company's offerings to its customer base.

Stamas, 48, doesn't claim individual credit for any of those accomplishments, saying instead that they were due to the "empowered culture" at the private, third-generation family-owned company. "We're fast, agile, flexible and opportunist," he says. In that context, a budget increase "really means nothing," Stamas explains. "It means our CEO had an idea to do something and said, 'It's the right thing to do, so let's do it.' "

Turns out that Stamas, who has worked at the paper manufacturer for seven years, is a fine fit with that culture. "Paul doesn't just sit in his office and direct," says Mohawk's president, Jack Haren, who is Stamas' boss. "He's very hands-on and is a tremendous problem-solver and excellent communicator."

Stamas is a year into a doctorate of information management program at Syracuse University. He says he wants to get more deeply involved with the research aspects of IT, with a particular focus on cloud computing and service-oriented architectures at smaller companies.

– JOHANNA AMBROSIO

Ken J. Spangler

William A. Sztabnik

Executive vice president, Citigroup Inc., **Melville, N.Y.**

Favorite vice: Sushi

Would you advise young people to pursue an IT career? "Yes. What other industry experiences such innovation and change? You get to experience the next big thing firsthand."

Favorite gadget: "Bluetooth in my car!"

Leadership philosophy in a nutshell: "Don't ask anyone to do anything you wouldn't do yourself. Don't be aloof or not approachable. Success is built on the flow of information."

George J. Spies

Group executive, single message applications, MasterCard Global Technology and Operations, MasterCard International Inc., **O'Fallon, Mo.**

First job: "I was a short-order cook at the Lazy Lion Pancake House in Chicago."

Would you advise young people to pursue an IT career? "Yes, and they should focus on becoming business technologists. In other words, they should understand not only technology, but also its role in achieving the goals of the business."

Favorite movie: *The Replacements*

David W. Taylor

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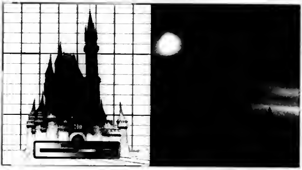
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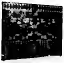

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Simon Thompson

[illegible]

[illegible]

Michael J. Tully

Director of vendor relations, Scottrade Inc., **St. Louis**

First job: Fry cook at Burger Chef

Most valuable career advice: "Underpromise and overdeliver."

Favorite vice: "Loud rock 'n' roll."

Would you advise young people to pursue an IT career? "Yes, but you will be far more successful if you have business knowledge to complement your IT skills."

In high school, I was . . . "A nerd."

Technology pet peeve: "Poorly tested, buggy systems and products."

Jason E. Topolosky

Director, strategic information services and IT quality systems, Stryker Corp., **Mahwah, N.J.**

First job: "Delivering newspapers and walking our dog."

Most valuable career advice: "Don't lie, cheat or steal."

Favorite vice: Coffee-flavored ice cream

Leadership philosophy in a nutshell: "Listen, be true to yourself, and make it personal."

Passion outside of work: "My family."

What's in your MP3 or CD player right now? B.B. King, Ray Charles and Stevie Ray Vaughan

Robert I. Turner

[illegible]

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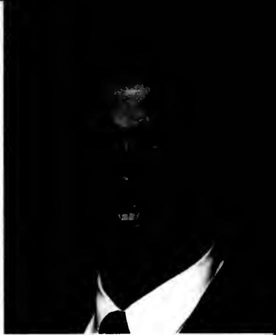

Clif Triplett

CIO, BAKER HUGHES

WHEN Clif Triplett was hired on as Baker Hughes Inc.'s first CIO last year, the West Point graduate and former nuclear command-and-control systems operator drew on his military experience to manage IT at the oil field consulting business. "In the army, you're clued in to the importance of teamwork to accomplish the mission," he says.

Over the past year, Triplett, 51, coached his IT team to commence a major upgrade of an SAP ERP system, begin the rollout of a unified global SAP implementation, and create a standardized and more effective version of the Baker Expert Advisory Center Operations Network (BEACON), a remote operations system for managing drilling rigs. The team also had to sell management on the deployment of a business process management system as a way to improve productivity.

BEACON, used by Baker Hughes' oil company customers, is now considered a competitive advantage. "[Clif] made the investment even in very tough times and won accolades for that," says Jim Heaton, senior director of architecture and compliance at Houston-based Baker Hughes.

Triplett sets the bar high, says Heaton, but he also leads by example. "He'll turn things around himself and follow the advice he's giving faithfully," says Heaton. He calls Triplett a "Renaissance man" because he is as comfortable discussing technical details with the chief software architect of any major technology vendor as he is discussing intricate business issues with a CEO. "There aren't many like him," says Heaton.

– ROBERT L. MITCHELL

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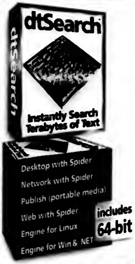
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Jinx Walton

DIRECTOR OF COMPUTING SERVICES, UNIVERSITY OF PITTSBURGH

UNIVERSITIES have earned something of a reputation over the years for having poor information security controls. Jinx Walton is on a mission to erase that perception, at least at the University of Pittsburgh, where she is director of computing services and systems development.

Since the fall of 2007, Walton has been spearheading a major initiative to centralize the university's e-mail, Web services and network firewall operations as part of an effort to bolster security in those environments. Under the plan, e-mail and Web servers from more than 100 locations across the university are being brought into a central network operations facility. There, they will be managed by the university's central IT staff. Such centralization makes it considerably easier to manage and secure those crucial services, Walton says.

The project is expected to be completed next year, but it has already started to show results. Prior to the centralization effort, Walton says, there were a number of security incidents in which Web sites and e-mail servers were compromised. "That has almost completely been eliminated," she notes.

Pulling together the centralization effort hasn't been especially easy. Universities typically have to walk a fine line between maintaining relatively open access to information while also ensuring a reasonable level of security. Striking the right balance is often "the biggest challenge with security in a university environment," Walton says.

Her approach to the problem has been to try to encourage students, faculty and staff to opt in for better security controls rather than imposing controls on them. A page on the university's Web portal called "Secure Your Data" offers advice and free tools that students and faculty can use to better protect themselves against security threats.

"One of Jinx's strengths is that she certainly understands the university environment," says Debbie Pratt, former CIO and now liaison for technology services at the university. "She has the ability to work with the organization and focus on the things that need attention."

Walton's vision to bring together the university's e-mail system, Web servers and firewall infrastructure has been very important, Pratt says, adding, "I think she is very clear on where we are going and what our goal is."

– JAIKUMAR VIJAYAN

> **[Certain security issues have] almost completely been eliminated.**

Angelo J. Valletta

[illegible]

[illegible] don't know [illegible]?

Tony Velleca

CIO, UST Global Inc., Aliso Viejo, Calif.

Would you advise young people to pursue an IT career? "Absolutely. IT is and will be the basis for economic growth for the conceivable future. It is still a fairly immature industry, and it applies to all aspects of business and life in general."

Favorite gadget: "The iPhone. It is masterful in its design and brilliant in capturing the market."

Passion outside of work: "Bareboat sailing in tropical places (Caribbean, Tahiti)."

Technology pet peeve: "Poor usability."

Carlton R. West

Senior vice president, and chief information and operations officer, Orion Bank, Naples, Fla.

First job: "At age 11, I created my own bicycle repair and customization shop."

Would you advise young people to pursue an IT career? "Yes, because technology permeates every facet of life. But I would warn them that it is becoming a commodity."

Leadership philosophy in a nutshell: "Treat all people in business as adults and professionals. And in unpalatable situations, retreat to professionalism."

Bradley P. Wright

[illegible]

Fort Wor[illegible] Tex[illegible]

[illegible] I would [illegible]

Leadership philosophy [illegible]

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IT careers

How the Leaders Were Chosen

EACH YEAR, *Computerworld* accepts nominations from across the industry – from vendors, IT users, public relations and marketing professionals, *Computerworld* readers and past Premier 100 honorees. Eligible nominees include CIOs, chief technology officers, senior vice presidents, vice presidents, IT directors and managers from a cross-section of user and vendor companies and their IT divisions, including but not limited to professionals in network management, database management, Web management, help desk operations, application development, project management, contract management or procurement.

Nominations for the 2010 list were collected in April and May 2009. We received more than 1,000 nominations. Our editors then invited the nominees to complete a comprehensive management/leadership questionnaire online during June and July. The candidates were asked about a range of topics, including their backgrounds, work experiences, special accomplishments, leadership styles, technology priorities and strategies, and other details about the IT environments they have fostered at their companies. We received more than 200 complete, qualified surveys.

Nominated individuals were asked to provide three references – one each from a direct manager, a direct report and a professional acquaintance. *Computerworld*'s editors contacted references for each finalist, and their responses were weighed in the evaluation process.

Using *Computerworld*'s IT Leader Index, which is a measurement of how closely an individual matches our definition of an IT leader, a panel of *Computerworld* editors and outside judges evaluated the completed questionnaires. Judges evaluated only those nominees outside their own industries.

We define an IT leader as someone who guides the effective use of information technology to improve his company's business performance. Other characteristics of IT leaders include the following:

- Promotes an IT vision that supports the company strategy.
- Identifies strategic opportunities provided by IT.
- Thinks beyond short-term tactical needs to long-term strategic goals.
- Understands business needs and profit/loss responsibilities beyond the IT department.
- Ties technology and innovation to specific business needs and goals.
- Uses technology to help his company gain an advantage over competitors.
- Takes calculated risks but has contingency plans in place.
- Learns from failure and uses such experiences to improve IT processes and products.
- Hires inquisitive people who like to explore and are innovative.
- Creates work environments that are positive and rewarding to employees both inside and outside of work.
- Encourages staffers to be innovative and come up with ideas.
- Motivates with recognition and opportunity, not just money.
- Compares best practices with those of peer companies.
- Leverages technology vendors as partners.
- Develops the leadership skills of staffers in the IT organization.
- Is viewed as a leader by other executives and by the IT staff.

The honorees appear in this issue in alphabetical order, with information that was provided in their surveys.

– ELLEN FANNING AND MARI KEEFE

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OPINION

Scot Finnie

The Best of IT's Best

ALL OF US at *Computerworld* hold a special fondness for the Premier 100 IT Leaders awards program. The special issue of the magazine and the annual awards ceremony and conference help define the essence of *Computerworld*. But what really makes us tingle is knowing that we play a role in organizing an awards program for the 100 best and brightest in IT. It's impossible to attend the Premier 100 IT Leaders Conference, now in its 11th year, without being awed by not only the current year's award winners, but also the many Premier 100 alumni who return year after year. For anyone attending this event, the pride, warmth, shared purpose and sheer excellence are palpable.

The 2010 Premier 100 honorees pushed ahead with vital projects at a time when it was especially difficult to excel. They are innovators in the face of economic adversity. As Julia King notes in our cover story (page 20), the motto of many of the winners seems to be "Why waste a perfectly good economic crisis?" That's the attitude it takes to succeed in times like these.

The trick is finding that opportunity, making a case for it and then executing on it. *Computerworld* has been writing about IT-business alignment for many years. In a year like 2009, the organizations that have it figured out have had a much better chance to take advantage of tough times.

With budgets tight, this year's Premier 100 honorees were forced to be creative to fund important projects. They developed systems that not only offered returns on investment, but also added business value, increased revenue or even provided new revenue streams.

At CBS, for example, CIO Amy Berkowitz faced the challenge of building technology to support a new content digitization and distribution facility that allows the company to sell its content to new-media outlets through a pay-as-you-go model. If the Premier 100 winners can pull off such feats in 2009, imagine what they'll do when the economy is much stronger.

The motto of many of the Premier 100 IT Leaders seems to be 'Why waste a perfectly good economic crisis?'

This year was also characterized by small, smart projects that open doors to new ways of doing things. At Brigham & Women's Hospital, CIO Sue Schade funded 10 new IT innovation projects in the $50,000-to-$100,000 range. At Johnson & Johnson, CIO LaVerne Council developed and distributed a free iPhone application for family caregivers to track data about physicians, prescriptions and medical records.

A theme that recurs almost every year when *Computerworld* interviews Premier 100 honorees about what helped them achieve success is the importance of people. People, communication and leadership are all key pillars of IT success. Our honorees aren't interested in surrounding themselves with people who are unwilling to challenge them. They want smart leaders on their teams. As Stephen Bozzo, CIO at 1800Flowers.com, told *Computerworld*'s Robert Mitchell, "It starts with people and ends with people. Job 1 is to have a cadre of leaders working for you and, in turn, to have a cadre of leaders working for them."

* * *

A project like the Premier 100 starts with people too. It's a major undertaking that involves the entire staff. But there are some *Computerworld* editors who are especially deserving of notice for their key contributions. That list starts with talented special reports editor Ellen Fanning, who manages all of our signature content, including the Premier 100. Executive editor Julia King is the author of our Premier 100 cover story and also the architect and host of the Premier 100 event. Editorial project manager Mari Keefe works tirelessly and smartly behind the project, pulling together submissions and data, and ensuring that the awards process is fair and accurate. Finally, executive editor Mitch Betts is an editorial mastermind at *Computerworld* who often goes unheralded, but whose contributions to the Premier 100 program have helped make it what it is today. ■

Scot Finnie *is* Computerworld's *editor in chief. You can catch him at Twitter.com/sfinnie, or contact him at sfinnie@computerworld.com.*

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